

# ANNUAL REPORT 2011



## TRAINING FOR TRANSFORMATION

A PROGRAMME OF THE GRAIL CENTRE TRUST

## Dedication

This report is dedicated to Margaret Mukui Kiumo who passed on a week before phase two commenced. We celebrate that Margret was with us for the first eight weeks of the course and we got to know the strong woman and activist she was. We will always live to cherish the richness she unfolded to all of us.



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# 1. VISION, MISSION AND CONTEXT

## Vision

A new level of leadership in development education whose theory is grounded into practice.

## Mission

To impart skills, methods and tools that empower teams from strategic organizations and enhance their capacity to organize engage with communities to own and control development programmes that impact their lives.



## CONTEXT

Protests are at the centre stage as the world overwhelmed by economic recession. Civil society has risen to demonstrate against corporate greed in the developed countries. In the Arab countries people are protesting against repression of political freedoms. On the other hand, Africa especially Sub Saharan region, the countries wallow in a never-ending cycle of corruption, disease, poverty and aid-dependency. The late Nobel peace laureate Wangari Maathai in her book 'The Challenge for Africa' warns that a third of Africa's population does not have access to clean water and sound sanitation. She observed that the majority of the poor are subdued in a cycle of powerlessness and marginalization. She challenges the African leadership in government and none governmental organizations to focus on 'the big five development investments'; (i) Agricultural inputs (ii) Provision of basic health and education (iii) Efficient regular power, transport and communication services, (iv) Clean drinking water, (v) Proper sanitation. I agree with her conclusions because Africa's Sub Saharan region is struggling to actualize goals around the five development investment areas to improve the lives of the majority of its citizens. For example, in 2005 90 percent of the 900 000 child deaths in Sub Saharan Africa were caused by Malaria, not much has changed since then. This implies that even if the big five development investments are pertinent, it is also equally important to recognize the fact that there is need for a political conducive environment, which in turn will enhance citizens' active participation and promotes diverse cultural practices.

South Africa, home of the Grail Center where Training for Transformation is hosted is struggling to balance the overwhelming gap between the rich and the poor. Unemployment, poor service delivery, violence, crime, drug and substance abuse are alarmingly increasing. These social ills are exacerbated by the fact that out of 34% of the unemployed, 15 -24 year olds constitute 51%. Statistics from 2011 unveil frightening unemployment rates in the other six African countries where participants come from; Uganda 22%, Kenya 40%, Swaziland 40%, Zambia 50% Zimbabwe 70% and Nigeria 19%.

According to 2011 statics Sub Saharan Africa has an estimated 22.5 million people living with HIV virus, two thirds of the world population infected with the virus. 14 million children in the region have lost either both parents or one. Swaziland has the highest HIV infection rate at 38% of which 56% are females. The world average life expectancy is 67 years. The sub Saharan Africa region's longevity is 46 years. The highest infant mortality rates are in Zambia 101 and Swaziland 68 for every 1,000 births. Countries such as Zimbabwe and Swaziland experience multiple challenges including thwarted space for freedom of expression and political participation. The two countries have the lowest life expectancy for females, Zimbabwe 34 years, and Swaziland 33 years.

The challenge for African leaders both government and non-governmental is to acknowledge these disasters, explore, and channel the existing knowledge, capabilities and intelligences of African professionals towards effective development actions. It is for this reason that Training for Transformation is more relevant to engineer participatory methods that enhance the citizens' responses towards these calamities effectively such that the local initiatives could be linked to global development alternatives.

## 2. INTRODUCTION

Training for Transformation responded to 2011 economic challenges by investigating self sustaining strategies. The exploration unveiled that Introduction Courses with organizations and, tariffs for the Diploma and Certificate Courses have the potential to generate income that can sustain Training for Transformation activities. Strategically located within faith based organizations Training for Transformation could enter into partnerships through which its training could provide the skills, tools and methods used by teams of development workers to redress some of the development crisis widely in their specific countries. The Training for Transformation courses are designed based on the underlined eight modules;

- Understanding deep psychological blocks
- The development of critical conscientization
- Deepening socio-economic and political analysis
- Participatory methodologies in basic adult education
- Understanding group leadership and group dynamics skills
- Forms of organizational development
- The link between culture and spirituality
- Commitment towards a just and peaceful society



Using the eight modules Training for Transformation is a methodology that has been tried and tested for over 30 years. The methodology's indicators are threefold; (i) competent and ethical women leadership, (ii) ensures that local structures of governance mirror community participation in the decision making process that impact their livelihoods, (iii) ensures that community based economic alternatives are sustainable and linked to national and global civil society movements.

Training for Transformation courses are divided into three distinct approaches;

First, **Introduction Course**, a six months training with three five days sessions, and two months

practicing the new skills and methods learned in organizations and communities. The Introduction Course is a recruitment strategy for the Certificate and Diploma Courses. The Introduction Course places the administrative and financial obligation upon the hosting organization, such cost include remuneration for the facilitators. Reduced donor financial support is a warning for urgent need to explore and strengthen Introduction Courses.



Second, **The Certificate Course**, a comprehensive nine months training for decision makers and programme managers within civil society who would not have time to attend the Diploma Course. The Certificate Course includes six weeks of residential training clustered into three weeks each phase and four months of field practice divided into two months of each.

Third, **The Diploma Course**, a one year international training that brings together teams of civic activists from Africa, Asia and Europe. The participants attend 16 weeks residential training scheduled in two phases of eight weeks each and eight months of field practice also divided into four months per phase.

All the courses are clustered into a learning process of theory and field practice. The Introduction Course is facilitated by Training for Transformation staff supported by outsourced graduates. The Certificate and Diploma Courses' facilitators are selected international development scholars and practitioners for specific modules. All the Diploma Course facilitators are familiar with Training for Transformation methods. The home phases constitute of putting into practice skills and methods learnt during the residential phases supervised by mentors. Mentors are individuals conversant with the Training for Transformation methods that are tasked to coach and support the students during home phases.

### 3. TRAINING FOR TRANSFORMATION 2011 OBJECTIVES

- To facilitate a three days Training for Transformation follow-up Introduction Course attended by 12 people with Diakonia Council of Churches in Durban by end of February.
- To facilitate a one week Training for Transformation Introduction Course attended by 13 people organized by Woman on Farms by end of May.
- To complete Training for Transformation International Diploma Course by end of December.
- To complete recruitment for the 2012 Certificate Course by end of November.
- To secure enough financial resources for the 2012 Certificate Course by end of October.

## 4. OUTCOMES



'A campaign against genetically modified organisms launched by Nobuntu Mazeka in Mbizana in 2006 has increased its members to 258 local farmers. The farmers secured a market for the organic farm produce with Woolworth, a consumer outlet recognized for selling high quality and health food. "I am happy with the change that I have managed to facilitate in my community. People do not only have a source of income, but they also grow health food to eat. These are the things that make me want to stay in this area working with my community." Commented **Nobuntu Mazeka**

The above illustration demonstrates that Training for Transformation's achievements should be recognized not only through the knowledge and skills acquired by the graduates, but more by how the skills positively impact the lives of the communities with whom they engage. In this report such changes include;

- Garbage management in Bulawayo consequently reducing occurrences of sanitary related illness working with the youth by Tiisetso Moyo from Zimbabwe.
- Reduction in Child Hawking in Abuja Nigeria through the work of Ruth Tolsins who published articles exposing child hawking and is working with women to set up alternative income earning to support their children. Her actions are taking children off the streets into schools.
- Election of the first female councilor on farms in the Western Cape, Florence Nene's voice created space for the rights and concerns of women farm workers in the local government discourses in her area.
- A rehabilitation center against pedophilia in India animated by Anita Mathew through her work with communities to expose the tourism industry's ill strategy that sexually enslaves boy children in Goa.
- Farm community women reduce alcohol intake as they engage in food security projects and social clubs working with Woman on Farms Project, after the Introduction Course in Northern and Western Cape Provinces of South Africa.

### **Objective One - To facilitate a three days Training for Transformation final phase of Introduction Course attended by 12 people with DIAKONIA Council of Churches in Durban by end of February**

After the second phase of the Introduction Course, Pietermaritzburg Christian Agency for Social Awareness (PACSA) made arrangements for a separate introduction Course with the all its staff members. It is for this reason that DIAKONIA suspended the final phase of the Introduction Course. Contrary, Training for Transformation received written communication by end of May 2011 from PACSA's Director that The Board had recommended the person that evaluated the organization should facilitate capacity building programmes with the staff.

The most significant lesson for Training for Transformation from working with DIAKONIA was that it is essential to sign a memorandum of understanding with the hosting organizations in which roles

and expectations are clearly underlined. To measure the indicators and impact we recognized the requisite to develop periodic evaluation instruments and process jointly with the hosting organizations.

The space created by the cancellation of DIAKONIA third phase Introduction Course presented an opportunity for Training for Transformation to work with the Christian Brothers Novices of the Catholic Church.

The first phase Introduction Course with the Christian Brothers was facilitated at their centre in Stellenbosch. The Course was attended by 16 people from 7 countries; Zambia, Kenya, Ghana, Tanzania, Cameroon, India, Ireland. After the Introduction Course, Training for Transformation was engaged in discussions to facilitated Introduction Courses in 12 African countries training. The process is aimed at training a total of 192 Christian Brothers, 16 per country. Discussions for working with Christian Brothers will be concluded in January 2012.

“Training for Transformation speaks to the new strategic plan for Christian Brothers to actively involve people in the development programmes by the church. If possible we would like to take the Introduction Courses to 12 African countries to train a considerable number of brothers.” **George Massey**



### **Objective Two - To facilitate a one week Training for Transformation Introduction Course attended by 13 people organized by Woman on Farms by end of May**

The Woman on Farms first and second phase Introduction Courses were facilitate with 16 participants each. The participants from Woman on Farms Project work on more than 50 farms, 30 In the Northern Cape and, 20 in the Western Cape. Desired indicators from the first Introduction Course were underlined as: (i) women secure fulltime employment on farms, (ii) women refrain from alcohol and substance abuse, (iii) decrease domestic violence on farms, (iv) women participating in local government structures, (v) decrease in teenage pregnancy (vi) women access basic services such as water and electricity. (vii) Women on farms grow food for their families.

“We are struggling to actively engage women in the activities that we carry out on farms. We would appreciate if you could take the staff through some of key steps for participatory development work embedded in the Training for Transformation methods.” **Fatima Shabodien, Director, Woman on Farms**



Woman on Farms staff had two months to put into practice the tools, skills and methods learnt during the first phase of the Introduction Course. The Woman on Farms field staff reported that each workshop they facilitated during home phases attracted more than 30 participants reaching out to more than 1,500 women. Highlights from the first home phase included;

- (a) Exercises such as 'centering' and 'river of life' encouraged women to unfold and share life stories. From the shared stories women realized that they were not alone and organized themselves into local groups that launched initiatives to support each other and change their situation for the better.
- (b) Women organized food security activities. They cleared and cultivated the land on the farms, consequently curbing food shortage. On the farms where land was not accessible for cultivation women filled old bath tabs with sand and grew vegetables for their families.
- (c) Pleasantly surprising for the Woman on Farms facilitators was the fact that initially almost 90 percent of women attending workshops were drunk and would always search for alcohol. After the first round of workshops 100 per cent attendance were sober. Furthermore, these women were reported to spend most of their time either cultivating the land to produce food for their families or in the local associations discussing community challenges and exploring possible solutions.



“When we used ‘problem posing codes’ and questions we were pleasantly surprised that women were aware of their situation and possessed amazing wisdom for solving the problems. For instance, before they cultivated land they would say, ‘there is idle land that we can use to grow food, ‘we do not have tools to dig the land, but we can borrow from our neighbor’. They led us towards the actions at the same time they realized that they had the power and intrinsic energy to transform their living environment.”  
**Glynis Rhodes, Women’s Health and Empowerment (WHEP) Programme Coordinator, Woman on Farms**

### **Objective Three - To complete a Training for Transformation International Diploma Course by end of December**

The Diploma Course was initially attended by 34 participants 29 females and 5 males from 8 countries. Working with men on this course demonstrated that if men are carefully selected from reputable organizations they bring richness to the learning process. This section provides a summary of the participants, their countries and focus areas of their organizations. The second section outlines the curriculum core learning areas. The third section discusses desired indicators from both residential and home phase learning experiences. We draw your attention to note that the indicators are presented in twofold, (a) Shifts in consciousness manifested through the participants behavior and relationship with the rest of the group. (b) Practical changes in the communities with whom the organizations engage.



“Barnabas can now speak before a crowd of church leadership especially priests, something that was very difficult for him before he attended the Training for Transformation Course.” **Enock Dlamini, ACAT, Swaziland**



“I think I am going to be responsible for fundraising in my organization. Thanks for the writing skills. During the home phase I wrote two successful project proposals.” **Sylvia Kyomuhendo, Uganda**



“We can see the benefits of Training for Transformation through Mendy’s work in the organization and in the communities. After her first home phase workshops, two commercial projects were launched in two wards creating employment for 42 people and supplying bread to 10,000 people in two Wards of Buhera. We would like all our regional coordinators to be equipped with the same skills.” **Mrs. W. Where, Self-Help Project, Zimbabwe**

**Fig. 1 Participants per country**

Sex	Male	Female	Total
India	1	2	3
Kenya	0	5	5
Nigeria	0	1	1
South Africa	1	5	6
Swaziland	2	1	3
Uganda	0	6	6
Zambia	0	5	5
Zimbabwe	1	4	5
<b>Total</b>	<b>5</b>	<b>29</b>	<b>34</b>



**Organizations and Focus Areas**

- The above stated participants work in organizations that engage communities in responding to:
- Human Rights
- HIV and AIDS
- Good Local Government
- Gender Based Violence
- Environment
- Child Sexual Abuse
- Drug and Substance abuse
- Civic Education

A total of 32 participants 5 males and 27 females returned for the second residential phase of the Diploma Course. We were pleased that 92 per cent of the participants completed the Course successfully and will be awarded a Diploma in Development Education certified by Kimmage Development Study Center in Ireland. The second residential curriculum covered the topics illustrated in the table below.

**Fig 2. Second in residence theoretical and practical skills**

Theory	Practical skills
Life style management Ethics and Morality – visit to Robben Island Feminism Masculinity Ecology and Culture Conflict transformation Spirituality Sacredness of life Religion Culture – Stories of Creation Economics understanding Center Periphery Understanding social indicators Economic alternatives ‘story of Cuban urban agriculture’ Organizational Development Theory U Lobby and Advocacy Fundraising	Identifying generative themes  How to develop goals for learning events and doing a learning event  Steps for analyzing a problem  Write papers linking skills to theory  Design and facilitate learning event Giving and receiving feedback

The second Diploma Course in residence phase highlights included practical work that the participants implemented during the first home phase. We designed home phase assignments in threefold. (a) To carry out listening surveys, design and facilitate workshops based on a generative theme that would improve their work. (b) Written communication to the mentors who supervise them. (c) Written communication to the directors of organizations outlining the participants’ assignments. We realize remarkable improvement in our relationship with the organizations through this process. Communication increased our capacity to monitor and engage with participants during home phases, as a result maximized benefits for the sending organizations. The following table summarizes results from the first home phases by country.

**Fig. 3 Outcomes per country**

<b>India</b>	<b>Anita</b> from Mitsuko Trust for Child Participation, Goa India had lost her job and launched an organization to curb boy child sexual abuse and trafficking. She will be working with the government on the project.
<b>Kenya</b>	<b>Rehema</b> from The Women’s Resource Centre in Kenya facilitated peace building in a community that was divided on religious grounds especially between Christians and Moslems. She organized priests, pastors, and Imams to pray for children’s healing in a school. The process promoted religious tolerance among community members. The Ministry of Education used her work as a case study for peace building in other the communities. Rehema is also working with women on organic market gardening. The groups export their produce to Europe.
<b>South Africa</b>	<b>Tsholo</b> from Khulumani South Africa worked with the paramount chiefs in the Northern Cape and bridged relationships between the chiefs and Khulumani. Her organization had been struggling to work with the chiefs in this region for the past 15 years without success. After her intervention Khulumani is engaging with the paramount chiefs to discuss post apartheid healing and reparation processes.

<b>Swaziland</b>	For the first time villagers were engaged in discussions that questioned fiscal policies and royal family. The villagers made historic shifts by participating in the marches organized by the unions. The historic shifts could be attributed to the conscientization activities that the Swazi participants carried out in the villages where they work.
<b>Uganda</b>	<b>Cecilia Alupo Engoli</b> from Teso Women Peace Activists (Coordinator) in Northern Uganda brought together 40 leaders from different structures in the region to try to build peace based on shared needs. This is against a background of gender-based violence, the legacy of the havoc wrought by the Lord's Resistance Army and long-standing incidences of cattle-rustling by the neighboring Karamajong people.
<b>Zambia</b>	Because of the good facilitation skills demonstrated by the participants The United Church of Zambia decided to pay the mentors and committed to sending more participants to the TFT diploma course. "The United Church of Zambia will be sending all the deaconesses to TFT because they need these skills." <b>Wamuwi Namatama</b> , United Church of Zambia. The United Church of Zambia has requested Training for Transformation to rollout the Introduction Course for all its Deaconesses in Zambia.
<b>Zimbabwe</b>	<b>Elsie Moyo</b> facilitated a fundraising workshop and assisted Africa Book Development organization to secure three year funding from donor partners.  <b>Mahara Goteka</b> revived a women's income generating project that had closed down. He brought some of the products to the open market during the course.
<b>Nigeria</b>	<b>Ruth</b> from Stop the Abuse of Rights in Lagos, Nigeria worked with 200 unemployed women to build their capacity to produce items for income generation.

Most significant indicators of the second residential phase also included behavioral change among participants, learning events, and writing.

### Behavioral change



"We worship only one God. We differ in ways of worship, and the differences should not divide us."  
**Rehema, Kenya**



After the visit to Robben Island we recognized that participants shift their attitudes and behavior. They become more cooperative, volunteer to assist each other and work better in teams. Life Style Management sessions influenced participants' eating habits. Furthermore, participants organized exercising activities such as morning or evening walks. We also noted that the new life style reduces opportunistic illness that emanate from bad eating habits and lack of exercises. The session attendance improved to almost 100 percent as opposite to 80 – 94 per cent during the first residential phase. Ecology and Culture influenced the way participants used paper. Conscious that there is a need to preserve trees participants reduced the copies printed on the computer and flip charts used for group discussions. Spirituality unveiled love and caring among participants as a result they were more tolerant, respectful and celebrated religious diversity. For instance, Muslims and Christians celebrated mass together.

## Learning Events



Practical learning include design and facilitation of learning events based on themes that will improve participants' work in their organizations and communities. For example, after the first home phase assignments 42 women launched two bakery projects to supply bread to 10,000 people whose villages are situated 60 Km from the nearest bread suppliers in Zimbabwe. We had eleven teams of three people each. The facilitation teams worked on the following thematic areas;

- Gender equity, relationships
- Drug and substance abuse
- Unemployment
- Child trafficking
- Child sexual abuse
- Maternal deaths
- HIV and AIDS
- Income generating activities
- Water pollution
- Corruption

## Writing

After the Diploma Course 90 percent of the graduates were reported to demonstrate remarkable writing skills. The participants' writing is also highly commended by the University that certifies the certificates.

“The essays from the Grail Center are highly articulated and not plagiarized.” **Paddy Reilly, Executive Director, Kimmage Development Studies Centre**

## **Objective Four - To complete recruitment for the 2012 Certificate Course by end of November**

Training for Transformation designed a flyer and application forms that were sent to 240 people 30 by post 210 by e-mail from our database. By the closing date we had received 17 applications from four countries. Some organizations contacted prefer the Diploma Course. We received international applications for the Certificate Course but we advised the participants to apply for the Diploma Course. We should be able to complete the recruitment process by second week of January.

The last quarter of the year was overwhelmingly challenging for Training for Transformation. The outsourced facilitator got sick and could not facilitate the two Introduction Courses with Woman on Farms and Christian Borthers. Her absence increased pressure on the Director who had to facilitate the two Introduction Courses alone. Because of the pressure Training for Transformation rescheduled the Certificate Course recruitment to be completed by the second week of January 2012.

## **Objective Five - To secure adequate financial resources for the 2012 Certificate Course by end of October**

Training for Transformation secured enough funding to clear all the debt incurred during the Diploma Course. The two Introduction Courses facilitated during the last quarter of the year with Woman on Farms Project and Christian Brothers generated fifty seven thousand rands [R57.000.00] and we are expecting additional income this year. Training for Transformation signed three year funding agreements with three of our main donor partners.

## **5. OTHER OUTCOMES**

### **International Grail Assembly**

Training for Transformation Course is linked to the International Grail Movement. The 2011 International Grail Assembly attended by 50 women from 13 countries was hosted by South Africa at The Cape Town Grail Centre. Training for Transformation seconded Ginoca (TFT Communication Officer) to be part of the preparation and translation throughout the Assembly. Her participation served as a marketing strategy for delegates to consider sending participants to the Diploma Course.



## Networking

Training for Transformation participated in an international exchange program facilitated and sponsored by E-motive from OXFAM NOVIB with Context Master International. E-motive is a program within OXFAM NOVIB that identifies links, and encourages North South corroboration. Context Master International is a development education consultancy based on the principles of Paulo Freire. Training for Transformation desired participating in the exchange programme because, (a) We wanted to market Training for Transformation to donor partners in the Netherlands in such manner that they would allocate resources to key staff members of their African partners to participate in the Diploma Course. (b) Context Masters International is a programme that generates income enough to be self sustaining.

According to the figures in the proposal to E-motive through its social business Context Masters International generates up to five million Euros [Eur5.000.000] annually. Mindful of the fact that Training for Transformation is a process designed for the poor, we do believe that lessons from Context Masters International's social business approach could enhance Training for Transformation's capacity toward self sustenance. The second phase of the exchange programme will take place in South Africa during the first phase of the Certificate Course in March 2012.

Training for Transformation attended a 2 day Leadership Trainers Forum with other Misereor partners. The purpose of the gathering was to explore cooperation in participatory training methodologies. Participating in this Forum was strategic for TFT recruitment and sharing resources among all the organizations.

## The GrailVine Newsletter



The newsletter is the latest development of the Cape Town Grail Programmes. The launch was unanimous with The Grail International's 90th anniversary. Initiated by the newly appointed Management Team, 'GrailVine' weaves together the critical areas of engagements and 'shares highlights' outcomes and impact of the three programmes' work; (a) Community Development, (b) Training for Transformation; (c) Mthimkhulu [for more information check the website [www.grailprogrammes.org.za](http://www.grailprogrammes.org.za)]. The GrailVine is housed at Training for Transformation office with the TFT Communication Officer for the graphic and layout design.

## 6. CHALLENGES AND COPING STRATEGIES

Training for Transformation greatest challenges for 2011 were twofold; finance and human resources. We received 40% of the USD50.000 expected grant from The African Women's Development Fund (AWDF). As a result we lost some of the key facilitators because of our limited remunerations. Training for Transformation postponed the Certificate Course from October 2011 to March 2012. The rescheduling created ample space for the fundraiser to mobilize resources.

On behalf of the Trust Sally Timmel wrote an appeal to all the friends of Training for Transformation to contribute towards the Diploma Course. Through this effort Training for Transformation received R 120.000.00. Furthermore, sending organizations were obligated to cover transport, tuition and boarding costs totalling to R 223.699.00. Another approach for effective resource mobilization especially finance would be to increase the number of Introduction Courses because this is the only approach that generates income for Training for Transformation. To this regard, R 81 605.00 were raised in 2011. We therefore conclude that is possible for Training for Transformation to be self-reliant approximately by 2017.

Even if Introduction Courses could be a source of income for Training for Transformation, the challenge is the fact that we facilitate Introduction Courses with outsourced staff that might not be available as and when needed. Unless we hire a fulltime trainer we might not be able to cope with work pressure. Especially considering the demands from the churches next year, there is urgent need for senior trainer. (See Unaudited Accounts attached)

## 7. CONCLUSIONS

Working in corroboration with sending organizations demonstrated that home phases can be used to measure outcomes and impact of the Course in the communities. Training for Transformation could further develop monitoring tools with organizations.

Introduction Courses are means by which Training for Transformation could explore financial self sustenance. However, there is need to develop working contracts with hosting organization to avoid sporadic planning on both sides. Further, Introduction Courses would need a team dedicated to this specific activity. The current Training for Transformation staff is minimal to cope with the workload, especially considering the possible long-term partnership with the churches, hence the urgent need for hiring a fulltime senior trainer.

Training for Transformation should explore sustainability strategies such as (a) Social business approach learned from Context Masters International. (b) Organizations to pay for the participants to attend the course. (c) Graduates to pay for the certification of the diplomas and certificates from Kimmage Development Study Centre.

Working with church based organizations is strategic for long-term sustainability. There is urgent need to explore long-term partnerships with the Christian Brothers of Catholic Church and The United Church of Zambia, the two churches that have expressed desire to be connected with Training for Transformation. If possible enter into contractual agreements.



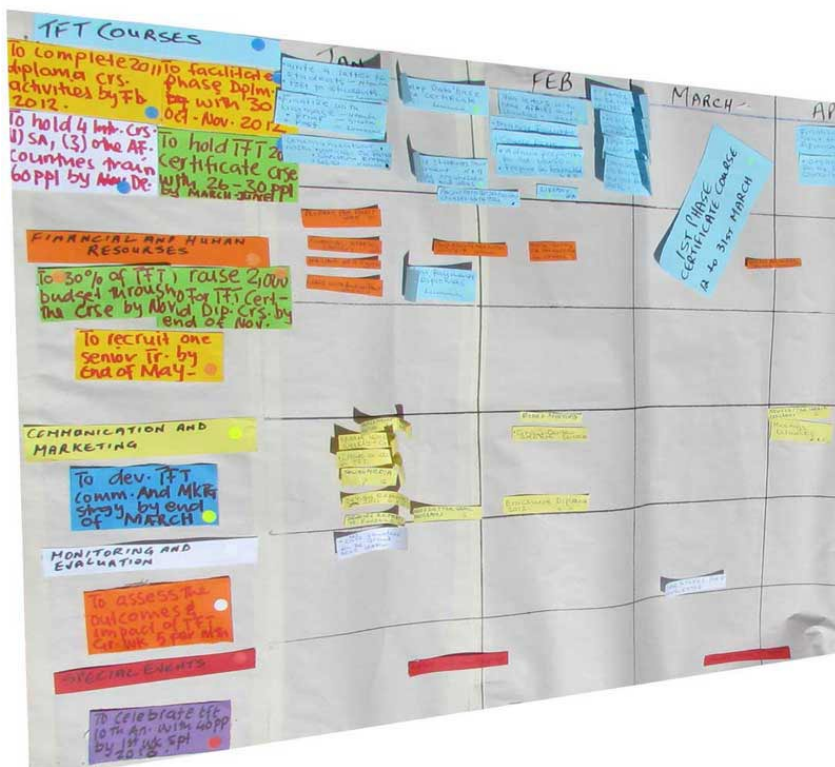
## 8. 2012 STRATEGIC OBJECTIVES

Through the social business project Training for Transformation generates 30 per cent income towards the annual budget.

Working through the 192 Christian Brothers of the Catholic Church from 12 selected African countries is able to mobilize communities to participate actively in development programmes that impact their livelihoods.

Through the Introduction Courses with 30 deaconesses of the United Church of Zambia working with 50 – 100 women each living in rural, urban and mining communities launch sustainable income generating activities and improve food security.

Women living in Commercial Farms of the Western and Northern Cape secure fulltime employment, decrease alcohol intake and grow food for their families.



## **ACKNOWLEDGEMENTS**

We are grateful to the following donor partners who supported the Training for Transformation program for 2011.

**Bread for the World**

**Misereor**

**Anonymous**

**African Women's Development Fund (AWDF)**

We are grateful to Paddy Reilly and the team at Kimmage Development Studies Centre for the continued support and mentorship to ensure that the course retains credible acceptable learning standards in development education.

We are most grateful to all the friends who responded either morally or financially to support Training for Transformation when Sally Timmel sent an appeal.