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WITH COMPLIMENTS

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TO ALL FINANCE COMMITTEE
WUS-SA FIRST FINANCE COMMITTEE MEETING
15 AUGUST 1992

.JOHANNESBURGER HOTEL

PRESENT: ROBERT TUCKER, GARETH ROSITTER, LEWLYN
MEHLOMAKHULU, MONGEZI STOFIE, PHUTHI TSUKUDU,
PHUMZILE NGCUKA AND LINDIKHAYA SIPOYO.

APOLOGY: ZEE CELE

A ENDA

Phuti the WUS SA Treasurer opened the meeting and welcomed the members of the finance committee to the WUS fold.

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The members of the Board introduced themselves as follows:-

BOB TUCKER

Bob Tucker is a banker and an ex-MD of PERM -SA. He was also involved with IDT but has resigned. He is currently "unemployed" though he is busy working on establishing a community bank. As far as WUS is concerned he feels he can be helpful in areas of strategic planning and management as well as connecting WUS with potential sources for . funding in the business community. Bob is based in Johannesburg.

MON EZI T FILE

Has been associated with WUS for many years, while we was in exile he worked with the ANC Education Department which dealt with scholarships in which WUS was one of the sponsors. He also worked with World University Service Zimbabwe and World University Service International (WUS(I)). His work with WUS(I) gave him an opportunity to be exposed to the work of WUS inside SA both South African Internal Programme (SAIP) and South African Return Programme (SARP). On returning to SA he worked with EDT as a bursary co-ordinator. He is now with Consultative Business Movement (CBM) in the PWV and is responsible for promoting the business sector's inter-facing with the community on Peace and development issues. Mongezi is the previous Chairman of the Bursary Council of South Africa. He is based in Johannesburg.

giARETH ROSSITER

Gareth is based in Pretoria, where he works for the ECC as a Programme Officer. Gareth previously taught at Langa High School in Cape Town and he was active in the NECC in the Western Cape. Before joining the ECC he was with the SBDC Training Department.

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He is a retired banker, he was a Branch Manager at First National Bank. He has been a consultant for SBDC and now a consultant for the Cape City Council. He has long involvement with community organisations especially educational organisations eg. ASSECA which was banned and other community organisations especially in Soweto where Mr Mehlomakulu used to live. He is now based in Cape Town.

ZEE QELE (She was absent)

She runs her own Tax Consultancy in Durban and is active in different organisations where she gives assistance on tax issues.

AYANDA DLODLO She was absent)

She works for Spoomet in 'Cape Town. She is currently away attending a course in England.

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WUS financial administi'ator

PHUTI

She is the WUS treasurer, until recently was working for CRIC in Cape Town. She is currently unemployed and making plans to go to school this September.

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Director of WUS SA

BRIEFING ON WU A

Phumzile and Lindikhaya made an input on WUS SAs current activities and funding, a handout was also circulated.

In response the following discussion occurred.

Bob drew the meetings attention to the history of institutions in Africa in general, which

tended to exclude locals from the actual running of the institutions in South Africa it has been

in the same in many ways. The implications have been that skills have remained outside local communities or townships etc. This has also reduced local creativity and self-reliance.

In our work we need to strive to promote capacity building and sustainability within grassroots institutions at local level, through our work whenever we can or cannot facilitate

the process.

Given that it is not inconceivable that in future donors could ignore intermediaries like WUS

or maybe discard those which no more give them what they feel is strategic service; we need

to ask ourselves What is WUS SA competitive advantage? What is the key contribution WUS is making in addition to channelling funds which makes us irreplaceable.

In the case of ECC we were informed that the special relationship that existed between ECC

and Kagiso will not necessarily stay as is. ECC is concerned with channels with most effective delivery system and ability to meet the objectives of the programme. This view is somewhat similar to what WUS has experienced in the last few months where SIDA and Finnida have taken steps to channel funds directly to WUS SA instead of WUS(I). The question now arises will WUS SA always be a strategic channel for these donors? What value do we add What value do we add which would make them continue to rely on us.

The key contribution of WUS in addition to channelling funds was re-examined. The need for capitalising on our strongest points and demonstrate the 'value we add' through our service was emphasized, as that is our competitive advantage in the funding sector.

The Financial opportunities and threats facing WUS-SA were then examined and projected into the future.

THREATS

Given that more and more donors desire to have large scale impact in the shortest possible

time, there is more inclination towards structures with large capacity, WUS does not have that kind of capacity. It was pointed out that the major players in the development sector

seem to be moving closer positioning themselves as the key channels, for development funding with appropriate scale and infrastructure. DBSA and IDT seem destined to merge, and it is not impossible for Kagiso to melt into that pot. This could mean in future any significant funding will be channelled through that grouping.

OPPORTUNITIES

The big development organisations are product-orientated and they place little emphasis on quality of process. Through advanced reporting techniques they are able to demonstrate large scale impact which satisfies donors.

The advantage of smaller development organisations like us is our ability to emphasise on process and build on trust and good relations we have with projects and the communities in general. The challenge faced by IDT is suspicion and rejection of its ideological base by most organisations including those that receive funds from it. So, while they have large scale capacity they cannot be agents for transformation and empowerment, which we can be.

A good example is our potential to focus and consolidate on gender/women's issues as value added to our service of channelling funds. We can develop in that direction and make it clear that channelling funds through us leads to 'gender sensitive project implementation, and show the actual difference and impact that process make on the product. There is a real vacuum in this area no other local funding organisation is tackling women's issue intensively or to the extent WUS seems to be attempting. Gareth added that from ECC point of view that is certainly a missing link.

WUS could be adding real value in its work if it could provide a funding channel that has an ability to ensure a gender-sensitive approach to project implementation and ECC would be interested.

This work could also generate income for WUS as we could provide consultancy to clients even outside the NGO sector, i.e to institutions who are having to deal with the issue and are struggling to achieve results.

The gender issue is more in line with our principles than fundraising through a conference consultancy which the meeting did not quite agree was a good venture. It has possibility to take our time away from the real issues and there is no real guarantee that it will generate significant income to justify the energy that will go into it even at the preparatory stage.

The building of capacity of projects in the area of finance and management is important, however it was stated, given that we are not experts in this field and in fact we have our own capacity to deal with therefore we should not divert our resources or energy to provide this service to others rather we should identify volunteers from retiring persons with relevant experience and simply link them to project partners as volunteers. Bob felt there were a number of persons we could draw from the business sector who are searching for a meaningful role to play in the community. We should also target that assistance for our own office.

Even though we primarily fundraise/channel funds to Adult Basic Education (ABE NGOs), we need to be realistic about our ability to build their capacity with our capacity it seems we can only do "trail blazing".

Could we look at possible support for literacy organisation being related to our gender work.

All in all, ltmi1 blazing1 and diversifying our activities before we have effectively consolidated and hnd our real strength was cautioned against as an unwise iinancial move and not helpful for capacity building of WUS-SA and specialization.

FINDP GRAMIVIE

The meeting was briefed about the programme in which we keep CV's of resourceful persons this an off shoot of job placement for returnees, however we now keep CV's of both returnees and remainees who can be recruited as Consultants, resource persons and for job 's.

We ensure good gender and race balance. We were encouraged to polish this service as it has a potential to generate income in a similar fashion as an employment agency. We would need to professionalise this service and market it aggressively without diverting a lot o f

energy even when we co-operate with proposed company of Dease and Druker..

QTHER POSSIBLE SOURQES OF FUNDING IN SQUTH AFRICA

1' IDT: It is a possible source of funding, however we would rather persue this source when the storm has died between our bursary project partners and IDT.

1' COMPANIES: Mongezi, Bob and Lewlyn will assist when given speciic proposals, they will help in identifying likely donors.

t INVESTMENTS: Bob and Lewlyn will advise on how to invest especially when we have decentralised and are receiving large sums of money.

it TAX: We will seek advice from Zee on all tax related matters.

. 1" WAY FORWARD

1. Gareth will assist us in preparing an application for presentation to the ECC on our work with women.

2. Phumzile must develop a tight framework of our work within which to situate our fundraising and projection of "added value". Both Gareth and Bob will assist to reline it.

3. The above documents will be finalised and ready before the next linance committee which will be on October 1st in Johannesburg at 3:00 pm.

c.c NATIONAL COMIVIITTEE MEMBERS