

# “Conversations with Donors and Government”



# Creative Discontent



## Platinum Province

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

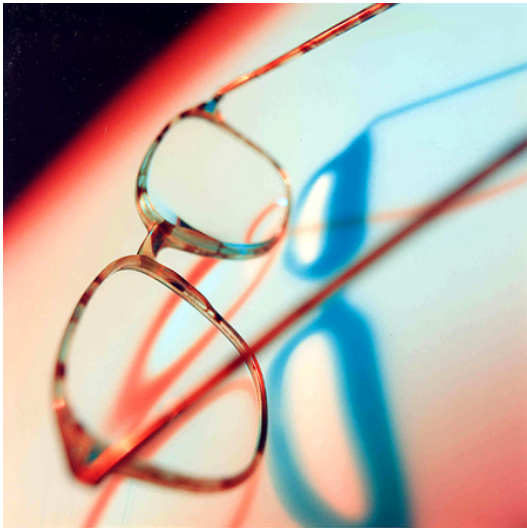
**+/- 1m people**

**29% HIV Prevalence**  
**Highest Gini Coefficient**

# Charity begins at home



# Center of Gravity?



**Government**

**Communities**



**Business**



**YOU**



**Donors**



**NGO's**

# Coconspirators in Change



“Citizens”  
Options and  
Opportunities

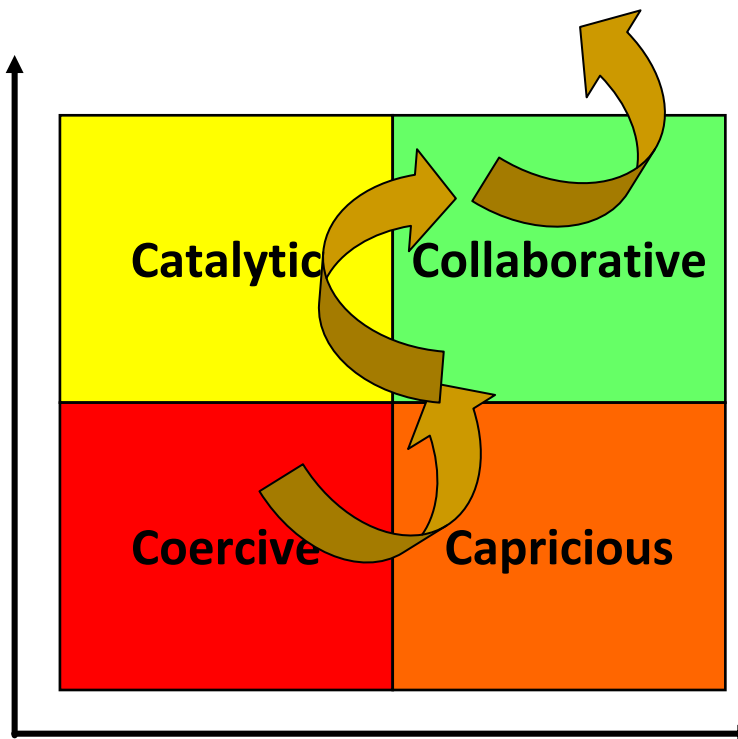
BY

Community

WITH

“Clients”  
Needs and  
Requests

FOR



Donor

“Charitable  
Giver”

Unilateral Requirements  
and Demands

“Change  
Facilitator”

Shared and Mutual  
Expectations

## How do you get shared expectations?

**Control “Restrict them”**

**Intimidate “Beat them down”**

**Manipulate “Twist them”**

**VS**

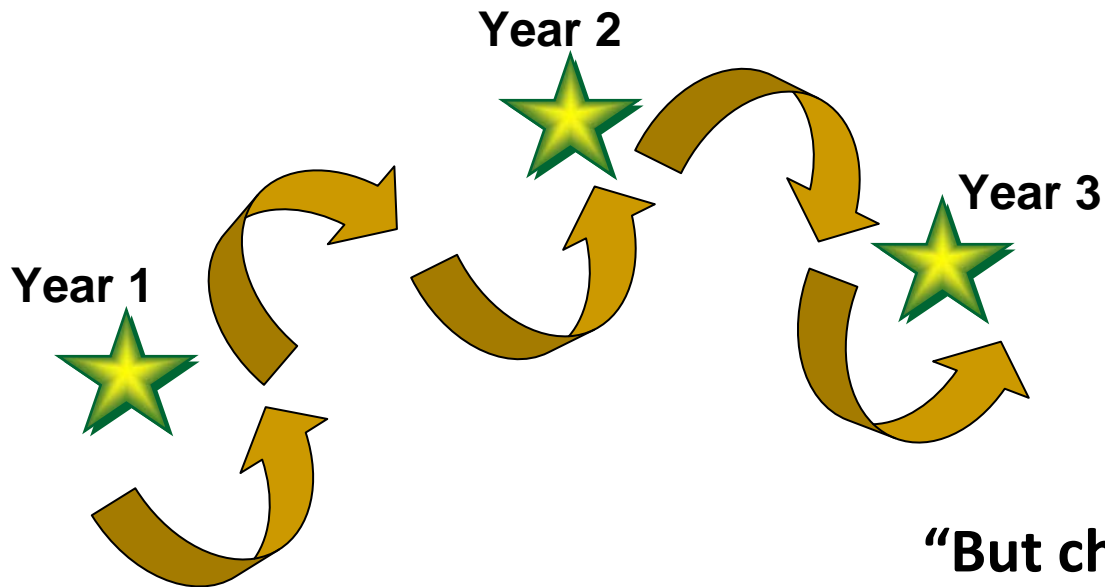
**Empower “Free us”**

**Affirm “Build us up”**

**Influence “Guide us”**

**It starts with the inside out**

# (Value) Chains of Freedom



**“But change is messy...”**

# Change Management... or...You only change what you measure



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

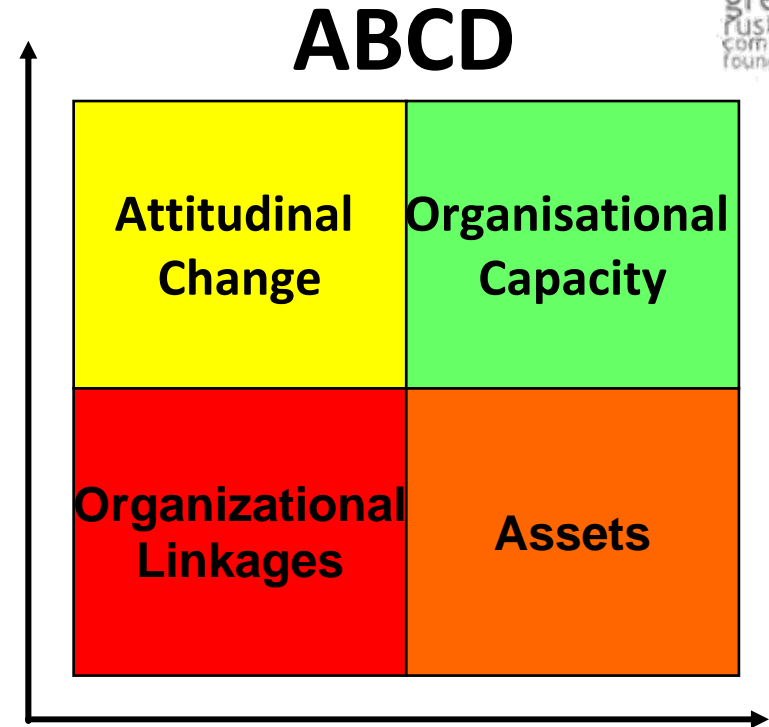
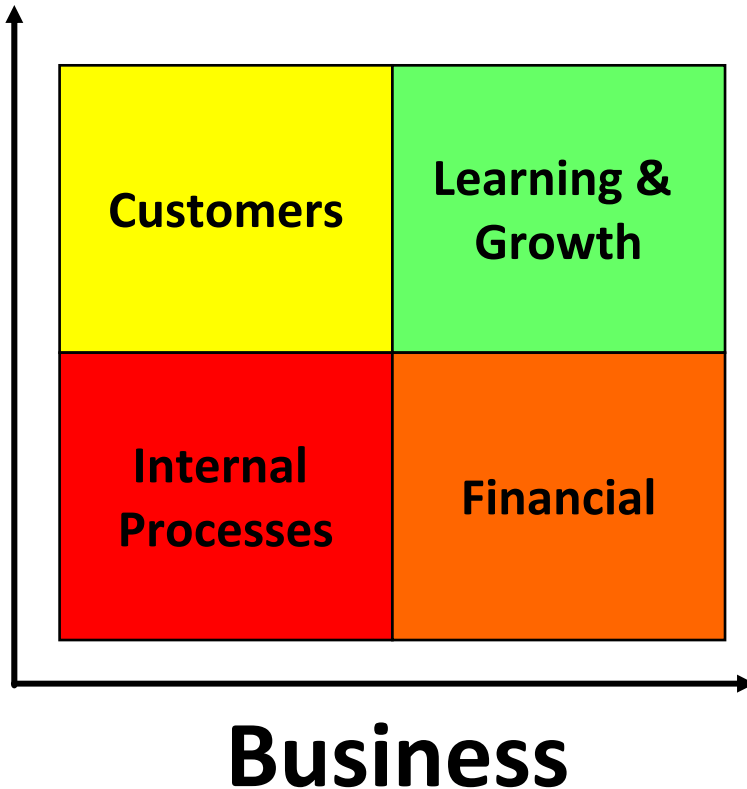
**"Quality and  
quantity of  
relationships"**

**"Police per  
1,000"**



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

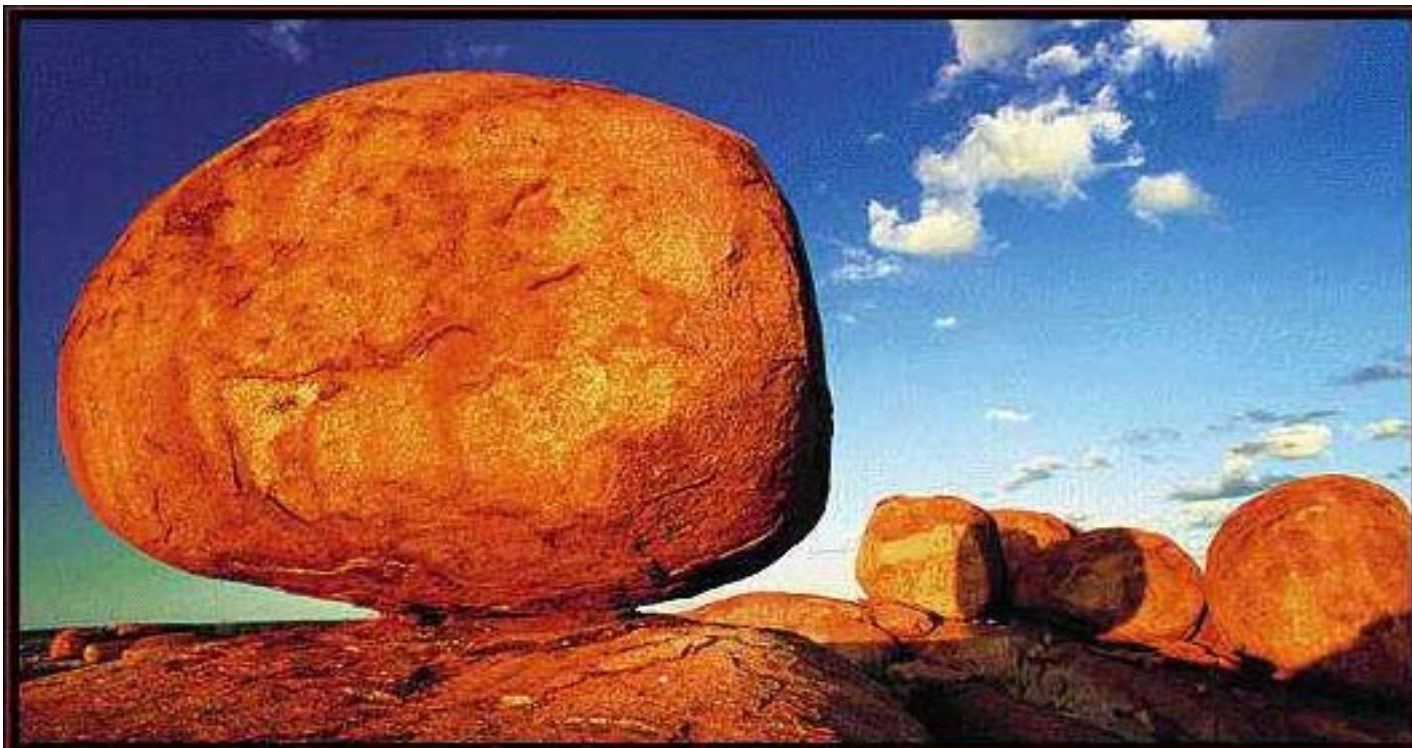
# Balanced Scorecard



**TBL: People, Planet and Profit**

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

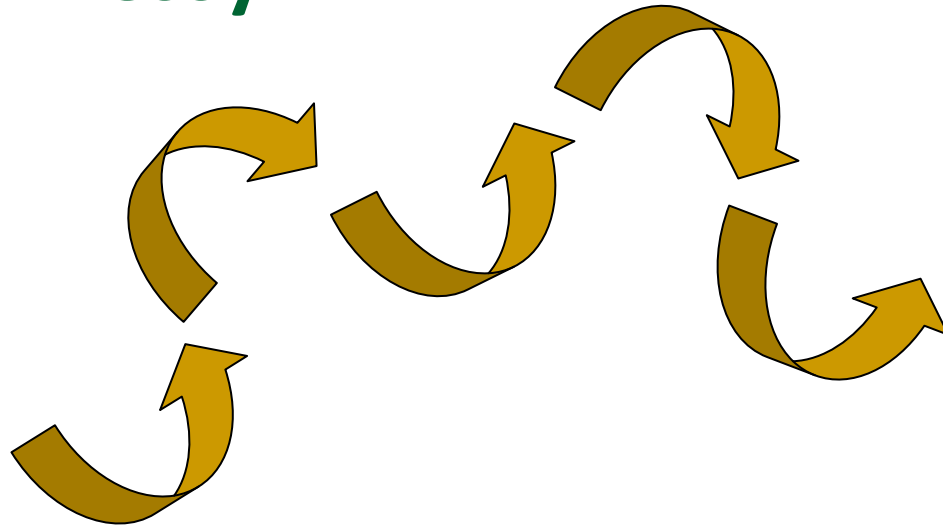
**Source: Kaplan and Brianne**



# MOMENTUM

A little push in the right direction can make a **BIG** difference.

# Change is Messy



"You never really know a man till you walk a mile in his shoes"

Atticus Finch

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

Someone else