

ANNUAL REPORT 2021



PARTNERING WITH
RURAL ORGANISATIONS
FOR 37 YEARS



SOCIAL CHANGE
ASSISTANCE TRUST



ABOUT SCAT



VISION

A South Africa with vibrant rural communities.



MISSION

To partner with rural community-owned agencies in order to promote social justice.



STRATEGY

SCAT partners with rural Local Development Agencies (LDAs) that promote social justice and address cross-cutting issues in their communities. Our purpose is to build strong institutions which are able to respond to the complex, interwoven issues of access to justice, gender, food security, youth empowerment and climate change.



MODEL

The SCAT model uses a combination of grant funding, incentive grants, IT support, capacity building, online or on-site support and mentoring to help LDAs to strengthen their capacity so that their programming is responsive and effective.

CONTENTS

- 04 CHAIRPERSON'S REPORT
- 06 DIRECTOR'S REPORT
- 13 SCAT'S PROGRAMME IMPLEMENTATION IN 2021
- 18 ACCESS TO JUSTICE
- 21 GENDER
- 22 LOCAL ECONOMIC DEVELOPMENT & FOOD SECURITY
- 23 YOUTH-LED DEVELOPMENT
- 26 CLIMATE RESILIENCE
- 27 CBO CAPACITY BUILDING IN THE NORTHERN CAPE PROVINCE
- 29 FINANCIAL OVERVIEW 2021

Cover picture: Vuyo Msizi, on a field visit to Entlango Agricultural Cooperative in March 2020 just before the Covid lockdown

Editor: Kathy Lewis

Design and Layout: The Media Chilli

Photographer: Zeke Du Plessis, SCAT staff





Nkosikhulule
Xhawulengweni
Nyembezi

CHAIRPERSON'S REPORT

The doors to the Social Change Assistance Trust offices in Woodstock are unlocked. So are the doors of our partner local development agencies across the country after the coronavirus global pandemic forced us to work from home for months for the first time in our history. But that did not mean we were closed for business.

The milestones of 2021 demonstrate SCAT's contribution to building vibrant and sustainable rural communities with empowered individuals, able to claim their rights and improve their livelihoods. Our work in this period has contributed to broader civil society efforts to tackle the unprecedented impacts of the COVID-19 pandemic and other socio-economic challenges.

Looking back, the past two years have been a complex and turbulent time. Despite this, we have succeeded in consistently implementing our theory of change. Our approach is rooted in the acknowledgement that rural community-based organisations are complex ecosystems situated within the larger systems of their surrounding communities and the nation. Supported by our theory of change, our programmes, which focus on empowering and supporting rural local development agencies (LDAs), have been impactful. SCAT's approach serves to deepen the LDAs' understanding of how each component in the ecosystem functions and how they all interact.

In these ecosystems, LDAs used the resources SCAT provided to empower local communities to shape their development agendas and address their development priorities in a year when South Africans voted in local government elections. Our programmes continued to transform the discourse between those in power and the intended beneficiaries of developmental resources. This contribution is crucial for our constitutional democracy. It produces a more inclusive, sustainable and stable model for local economic development by promoting elected public representatives' compliance with the Batho Pele principles on corruption-free delivery of essential services.

Statistics SA will complete a population and housing census in 2022. The much-anticipated data will help us plan and implement our future programmes. Community by community, people are faced with rising inequality, stretched social services, a deficit of trust in corrupt politicians and greedy private businesses, and a damaged climate characterised by inclement weather. The COVID-19 pandemic exposed the consequences of building societies on the backs of people struggling under the yoke of chronic unemployment, increasing poverty and income inequality, weak health and education systems, tattered social safety nets, violence against women, and other socio-economic divides. Like the climate change that is rapidly affecting vulnerable communities' livelihoods, the pandemic offers proof that all life on Earth is connected.

2021 was an intense period of coordinated activities through which SCAT worked hard to support the people of 32 communities around the country to get on their feet and stay there. We continued to push the boundaries of how we think, deliver, invest, and manage our Strategic Plan, establishing resilience and financial stability in LDAs and taking steps to make these community organisations agile and more responsive.

The people served by SCAT's partners are vulnerable women and children, the disabled, pensioners, refugees, migrants, farmworkers and domestic workers, and other at-risk individuals in the formal and informal economy. Our continuous assessment of the contribution we make is a source of encouragement. It acknowledges that, as we support the LDAs and help communities prepare, respond, and recover in the face of COVID-19 and climate change, our investments are consistently proving their worth.

In 2021, SCAT further demonstrated the importance of economies of scale in tackling the country's most significant development challenges. Our grant funding design enables the achievement of integrated results at speed and scale during quiet and turbulent times. As always, we are stronger together.

We will continue testing our skills as, with our partners, we navigate a course through COVID-19 and climate change. If inspiration is needed, the 37th anniversary of SCAT in 2021 should provide it. It is time to write the story of the next 37 years and continue charting how to partner with rural organisations. SCAT is committed to making the story one we will be proud to have our grandchildren read aloud. We hope that this snapshot of our progress in 2021 will encourage you to join us.

“The milestones of 2021 demonstrate SCAT's contribution to building vibrant and sustainable rural communities with empowered individuals...”





Dr Joanne
Harding

REFLECTIONS ON 2021: EXECUTIVE DIRECTOR'S REPORT

Joanne Harding is the Executive Director of the Social Change Assistance Trust. She holds a PhD in Public Law and has a long history of working in the social development sector and a long relationship with SCAT. Joanne is passionate about SCAT's work, particularly because of its focus on the most marginalised people in rural South Africa and the intersectional issues they face, as well as its belief in the ability of people to make decisions that can transform their lives.

Pandemics (COVID and gender-based violence), political unrest, increasing unemployment, floods and tornados all affected the country in 2021, and more intensely the rural communities where the local development agencies SCAT supports are located. The team ended 2020 hopeful that COVID was on its way out and that we would return to a relatively normal way of working after a year of online meetings and workshops, radical shifts in our approach, and feeling cut off from the people we work with. We approached 2021 thinking we would be better prepared, but the pandemic waves kept coming and we continued to acclimatise. We remain conscious that the people in the LDAs live and work in the communities they seek to serve, never able to escape the problems affecting them.

The SCAT Model and Focus Areas (Thematic and Geographic)

SCAT, an elder in the South African development sector, seeks to address the marginalisation of rural and peri-urban communities and the intersecting issues that affect them. We aim to promote social change and justice through funding, capacity building and mentorship support to local development agencies (LDAs), run by the community. These LDAs are located in the provinces of the Eastern, Western and Northern Cape, Limpopo and the Free State.

SCAT believes that strong LDAs will shift imbalances because they know and understand their context and can respond with innovative solutions to long-standing problems. SCAT's focus areas are access to justice, gender equality and gender-based violence, climate change resilience and youth. These intersecting issues are where we believe SCAT and our partners can make a difference with the limited resources we have. Working in partnership with others with specialised expertise, we support LDAs' programmes in these areas. Our approach to each of these focus areas is nuanced by our people-centric, strategic grantmaking approach, that is feminist and transformative.

Elevation of the rural voice is critical in policy spaces if we are to bridge the rural-urban divide. SCAT achieves this by producing evidence from the field (research) and ensuring it is made visible by the people affected (advocacy).

Staffing



John Makofane
(27 January 1965 -
23 October 2021)

We achieved a lot in 2021 with a small team. In order to bolster our efforts to support 32 LDAs, new programmes on climate resilience and a growing focus on gender-based violence (GBV), we grew the team from nine to eleven people. Over the past year one of our interns, Claire Tapscott, who joined us during the lockdown, was appointed as Climate Change Programme Coordinator. We appointed John Makofane, who had worked with SCAT as a consultant over the years, as Programme Officer for a project we were starting in the Limpopo Province. We were devastated when John passed away after only a

few months with the team. He had fitted in well and brought a lovely sense of humour and passion for his work.

We recruited another intern, Katleho Ramafalo, who early in 2022 became a Programme Officer for our GBV programme. Late in 2021 we recruited two more interns: Indiphile Matini and Brigett Matomela joined SCAT in the new year. Internships have proven a valuable opportunity to develop young graduates and early career people, and in two instances thus far, bring them into the organisation on a longer-term basis. We started 2022 with a team of thirteen.



Thope Lekau,
former SCAT
fieldworker

In addition to losing John we also lost an “old Scattie”, Thope Lekau, who was a fieldworker for many years. Thope remained a friend to the organisation, always supporting our events where she would reminisce on her work at SCAT. An entrepreneur who ran the Kopanong guest house in Khayelitsha, she was passionate about supporting woman-led businesses and famous for her home-cooked meals and belly laugh. Rest in peace Thope. You will be remembered.

Governance

The SCAT board remains a constant in the organisation. They are a solid team, ensuring that the ship sails in the right direction (strategy) and that we manage our resources carefully (fiduciary). We had another unqualified audit in 2021, due to the trustees’ attention to financial oversight. It is rare to find a board so dedicated to an organisation, with 90% attendance at three board meetings annually, the AGM, and sub-committee meetings for finance, programmes and human resources.

Our skilled board has a good understanding of the context we work in. They demonstrate their appreciation of the SCAT staff and the organisation's hard work by ensuring we have policies which safeguard the organisation and that staff are taken care of. Recognising that the team has been able to work from home successfully, they approved a hybrid work policy. They were proactive in introducing a vaccination policy with the aim of protecting staff and others who interact with SCAT, while recognising the choice staff have to not vaccinate. After the political unrest staff were given two additional days' leave in recognition of the mental toll this took on them. We were also given additional time off to have vaccinations.

Fundraising

A challenge that the non-profit sector over the world faces is the trendiness of funding, and there was much fear in 2020 and 2021 about the possibility of funding being diverted to COVID responses. SCAT is pleased to report that we raised all the funds required for 2021 and that our funders have been consistent, supportive and adaptable, allowing us to respond to the context.

In addition to our ten existing funders, SCAT signed contracts with the European Union for a three-year climate change project in partnership with the Southern African Faith Communities' Environmental Institute (SAFCEI) and Heinrich Böll Stiftung (HBF, co-funder of the Rural Action for Climate Resilience project); with Anglo American Foundation Trust for a project in partnership with Dalberg Consultants to provide capacity building and support to CBOs around the Mogalakwena Mine in Limpopo; and with TMG Think Tank to support a food systems organisation called Food Agency Cape Town. SCAT's other funders in 2021 were Mott Foundation, Constitutionalism Fund, DG Murray Trust, Embassy of the Netherlands, Embassy of Ireland, Ford Foundation, Joan St Leger Lindbergh Charitable Trust, RATH Foundation, Social Justice Initiative, the European Commission and the Ackerman Pick n Pay Foundation.

Communications

We increased our visibility with an amplified social media presence on Facebook, Instagram and Twitter. Here our partners are validated with stories of their work in effecting social change. We also share events and workshops we run and how these are influencing the work being done by LDAs. Please visit our website and click through to follow us on Facebook, Twitter, Instagram and YouTube.

An important element of communications has been ensuring our LDA partners are able to participate and that we reduce the digital divide. In 2021, and hopefully into the future, we provided additional hardware for LDAs and monthly data distributions. This enables the LDAs to use email and participate in online meetings. For online workshops and seminars, we provided additional data. The digital divide disconnects rural and urban

organisations and exacerbates isolation, affecting access to social networks, training, information and the use of other public provisions. It is also about the capacity to be proficient users of technology and SCAT has provided training to CBOs in this.

Partnerships and programming

SCAT's partnerships in the non-profit sector benefit our work and present opportunities for learning. Over the past few years we have developed relationships that support our strategic objectives, from which we have learnt to adapt, be flexible and open to new ways of working.

- **Climate Change**

Climate change is an issue to which everyone must pay attention. If the climate gets warmer, much of the work SCAT does will be meaningless, as people struggle to survive. The latest floods in KwaZulu Natal are a reminder of this and come hot on the heels of less publicised devastating storms in the Eastern Cape that affected some of our rural partners (see the story of Entlango Primary Agricultural Cooperative in the Programme Implementation section of this report). Rural people are some of the most vulnerable to climate change and there is much we can do to develop more resilient communities.

SCAT's climate change project came about because the SCAT trustees were convinced that we must deal with the effects of climate change on rural people. SCAT's partnership project with SAFCEI and HBF - the Rural Action for Climate Resilience (RACR) - targets 30 rural community-based organisations and faith leaders. Through this project we are also raising the voice of rural people in policy spaces and media. We have learnt a lot in year one about working in partnership and on a project that has so many moving parts. We look forward to year two, where we will be making grants to CBOs and running in-person workshops and learning festivals. The RACR project is described in more detail in the Programme Implementation section of this report.

- **Capacity building for CBOs.**

The partnership we have with Dalberg Consultants and Tshikululu Social Investment for the Mogalakwena Mine project in Limpopo has presented opportunities to gain new insights. This project has multiple stakeholders and we are learning more about corporate approaches. SCAT has contributed our approach and the other partners have indicated a deep appreciation for our understanding of rural contexts. We look forward to this project gaining traction in 2022, as the past year has been more focused on strategy development and identifying the CBOs we will work with.

Our work with DG Murray Trust to support and build the capacity of CBOs in the areas surrounding the Lesedi Independent Power Producer in the Northern Cape is described in the Programme Implementation section of this report.

- **Access to Justice**

Twenty-five of the 32 LDAs SCAT supports focus on providing a paralegal service to their communities. Our GBV research, conducted by Melanie Judge, culminated in a report titled *“Finish This Elephant: Rural Community Organisations’ Strategic Approaches to Addressing Gender-Based Violence”*. The research highlighted these organisations’ funding challenges and the difficulties they experience because the legal system does not recognise them. These hurdles, which community paralegals have faced for decades, have still not been addressed, despite commitments made by the Justice Department. SCAT partnered with AULAI (Association of University Legal Aid Institutions) Trust and CCJD (Centre for Community Justice and Development) on a project to strengthen access to justice. Through this partnership we provided fundraising training to 80 community advice offices. In the Programme Implementation section of this report we showcase the work of the Mount Frere Community Advice Office as an example of the range of services offered during 2021.

- **Gender**

In our Gender Focus Area, we partnered with AtoZ Consulting to develop our Women in Leadership Fellowship (WIL) programme Modules One and Two, and with a team of ontological coaches to support the women in this Fellowship. We also partnered with the NGO Mosaic to run a workshop on building partnerships to address GBV. Melanie Judge and SCAT launched the GBV research report with over 100 people in attendance (<https://www.facebook.com/ScatTrust/videos/528678991568346>). The report (https://s3.af-south-1.amazonaws.com/mags.digimaghost.com/SCAT_GB_V_Report_Addressing_Gender_Based_Violence_April_2021/index.html) effectively highlights the work of our LDAs and SCAT in responding to the GBV pandemic and was well received by the LDAs and the sector.

- **Food Security**

In the latter part of 2021 we were approached by TMG Think Tank to support an emerging community-based organisation, Food Agency Cape Town (FACT), that is involved in participatory action research on urban food systems. The SCAT trustees agreed to our involvement in this project because access to food in urban areas often affects people who migrate from rural contexts. We also sensed that we could learn a lot about food systems. In 2022 SCAT will continue assisting FACT to move from being an emerging to a more established organisation. Through this project we have also engaged with several partners who are working on urban food systems and have learned from their analysis and philosophy.

Our experience during the COVID pandemic of the urgent need to rethink food systems has made us conscious of the complexity of this issue and how to address it. Although we responded with food grants in 2020 and 2021, we



realised that it was a drop in the ocean of need. We don't have the resources to keep feeding people, but we have to do more to address this need in communities. More work must be done to develop sustainable sources of food that are not costly and accessible only in shops and supermarkets, far from where people live. SCAT has been supporting approaches like communal and home gardens and subsistence farming since the early 2000s. Late in 2021 we heard that Woolworths would give us a grant from funds raised from their "Take a Moment to Make a Difference" Christmas campaign. These funds will go to food gardens in the Northern and Eastern Cape Provinces.

- **Youth**

SCAT has used the YouthBank model to frame our response to rural youth. The model was developed in Ireland to support a global network of young people who seek to create practical positive change in their communities. In implementing this project, we have worked in partnership with the Initiative for Community Advancement (ICA). ICA is located on the West Coast and has a good understanding of rural communities and the experience of rural youth. Jeremy Maarman, the ICA Director, has a long relationship with SCAT and a deep appreciation for our approach. The YouthBank project is featured in the Programme Implementation section of this report.

Conclusion

SCAT is a learning organisation that recognises the agency of the most vulnerable located in rural communities. We aim to bring rural CBOs into the mainstream by building solidarity with other networks and movements to achieve social change. The small grants we provide enable our LDA partners to make a significant difference. As an organisation we remain humble, conscious that we only accompany the people we work with. They are on the frontlines. We aim to enhance our work by adding capacity to support our rural partners' advocacy agenda. We realise that we can't keep saying we elevate the rural voice without a coordinated effort to achieve this. I look forward to the next phase in SCAT's life. In 2022 we will be evaluating our work over the past five years, seeking to improve on a well-tested model of development.



Local Farmers in Dordrecht

SCAT'S PROGRAMME IMPLEMENTATION IN 2021



PROGRAMME DIRECTOR'S REPORT

Seth Tladi, SCAT's Programme Director, is responsible for the planning, management and implementation of SCAT's funding, support, and LDA capacity building programme. He manages the team that supports, monitors and provides capacity building to SCAT funded partners. Seth values the interdependence of SCAT's focus areas, which cut across the systems SCAT addresses. The Women in Leadership Fellowship is a highlight for him - "If men could see empowering women as an enabler, rather than a threat, a lot would change."



Seth Tladi,
Programme
Director

SCAT's strategic objective is to contribute to social change by partnering with local development agencies (LDAs) to build strong community-based institutions and an active citizenry, able to respond to the cross-cutting issues we focus on. Our interventions are illustrated in the next section of this report.

During 2021, we were struck by the LDAs' responsiveness and resilience. Despite the COVID pandemic and the challenges in fundraising, none of the 32 organisations SCAT supported closed shop. The SCAT programme team took the time to listen, reflect, discover more of our own resilience, and deepen our response-ability.

Grant Funding

SCAT disbursed R5,253,000,00 in core grant funding to the 32 rural CBOs we supported in 2021. In addition to grants, data and laptops, at the end of 2021 all LDAs received a double core grant in recognition of the challenges of dealing with COVID and its impact on local fundraising. This extra money made it possible to reward volunteers for their hard work or settle outstanding rent and electricity bills. We also paid micro-grants totalling R184,227 to 26 LDAs, which were used for community workshops and educational programmes on human rights, GBV, and gender equality.

Paralegal Advice

The 25 Community Advice Offices (CAOs) provided paralegal advice to 23,504 people. There was increase in Home Affairs-related cases probably because people needed help with ID applications to be able to participate in local government elections. Other cases dealt with were social grants and labour issues. The LDAs also handled an estimated 1,300 GBV cases. Through SCAT's capacity building workshops, LDAs are demonstrating a better understanding of GBV and its manifestations. This has also improved the LDAs' responses to GBV cases and their ability to act as educators and resources to the communities in this aspect of paralegal work. Vuyo Msizi shares in his report some examples of the paralegal work of the LDAs and how this shapes the programmatic work of these organisations.

Fundraising Incentive Scheme (FRIS)

SCAT continued providing rewards of R5 for R1 profit made from local fundraising efforts such as the sale of firewood, raffle tickets, food sales and tournaments. Local fundraising ensures that communities are aware of the work of the LDA and builds accountability between the LDA and the community. The Fundraising Incentive Scheme (FRIS) paid out rewards of R129,362 to 14 LDAs. LDAs use the rewards to cover their running costs or to fund special programmes.

LDA Support

SCAT Programme Officers conduct two to three on-site visits to SCAT funded LDAs each year. These visits are used to assess progress, conduct on-site capacity building where required, and to monitor LDAs' performance on annual plans and budgets. From these interactions the SCAT Programme Officers can identify future support and capacity building needs. During 2021, the team provided online support to 32 CBOs and conducted 64 onsite support visits. Our ability to travel to the LDAs was affected by waves of COVID infections and travel restrictions.

Capacity Building

The team ran workshops with 283 LDA staff and management committee members, of whom 65% were women. Our capacity building programme covered a range of topics relevant to the LDAs' work, including fundraising, building stakeholder relationships to address GBV, climate change, mediation, and NPO governance.

Most of our training was offered online, which meant that more people in the LDAs could attend. We continued learning new skills and blended methodologies required for online facilitation and gained experience in managing "Zoom fatigue".

In 2021 SCAT started a Women in Leadership Fellowship (WIL) for 35 women from the areas where we support LDAs. We recruited mostly younger women leaders as a strategy to contribute to building succession in the LDAs. This programme runs over four modules and includes life coaching for the women participants. The Gender focus area report below provides more information on the WIL Fellowship.

SCAT does not have the expertise to deliver on the full scope of capacity development training needed by the LDAs. In 2021 we collaborated with a few other organisations to meet the LDAs' training needs. We partnered with Mosaic to facilitate a workshop on building stakeholder relationships to address GBV. AULAI Trust ran a workshop in collaboration with SCAT on

2021 HIGHLIGHTS



Core Grants to
LDAs

**R5,253
million**



FRIS Grants to
LDAs

R129,362



DFT Grants to
LDAs

R184,227



LDAs
Supported

32



Youth Banks
Supported

9



Food Security
Projects

2



Climate
Change
Microgrants

7



No of Cases -
reported by
25 CAO

23,504 total
1,300 GBV cases
estimated



No of
Participants
- online &
in person
Workshops

283



No of Online
Support Sessions
32

No of On-site
Support Sessions
64

mediation and we worked with SAFCEI, Heinrich Böll Foundation and other content partners to facilitate educational workshops with LDAs on climate change. We also partnered with AULAI Trust and CCJD to run a fundraising workshop with 80 community advice offices.

Working in Partnerships

Working in partnerships is complex but it enhances the work of SCAT and the many intersecting issues we seek to address. These complexities require careful and skilful management. The team has grown from these interactions; we have been able to learn from other organisations' ways of doing things, and our partners have expressed appreciation for our approach.

A recent new development has been working closely with funders to implement programmes in geographic areas where they wish to have an impact. The work related to our partnership with DG Murray Trust is one of the partnerships that is showcased in this report by Colleen Alexander-Julies the Programme Officer responsible for the project.

Action, Reflection, Learning

As a team we strive to listen and learn from engagement with our partners. In 2021 we continued investing in the development of an action – reflection – learning practice, asking ourselves deep questions about our ways of working. We appreciate the importance of listening to what our stakeholders and the environment say to us and allowing that to influence our programmes.

SCAT is an organisation that prioritises gender equality and supports efforts to achieve this in rural areas. GBV continues to be a pressing issue in our country and, as SCAT listened to what was happening in rural areas, we realised that we had to pay more attention and support our LDAs more in their efforts to address patriarchy and GBV. In addition to capacity building and funding for gender programming, we prioritise evidence-based programming. In 2021 we launched a report we had commissioned Melanie Judge to research which is called, "Finish this Elephant: Rural Community-Based Organisations Strategic Approaches to Addressing Gender Based Violence."

Similarly, by listening to our partners and the challenges they experienced with projects such as the effect of drought, winds and floods on food gardens, limited access to clean water and sustainable energy, we realised that we had to support efforts to build resilience and adapt to climate change. SCAT's response was to work in partnership with the Southern African Faith Communities' Environmental Institute (SAFCEI) and Heinrich Böll Foundation to develop an integrated climate change project called Rural Action for Climate Resilience (RACR).

COVID forced us into the on-line teaching and learning space. It meant that our partners had to transition from seeing us face-to-face, to seeing us online. We are mindful that it is harder to build trust when you are engaging remotely, and that it takes care and consideration to show up in a way that does not leave our partners feeling isolated. We invested time in capacitating our partners to use the on-line platforms and were patient with the many difficulties they faced with fluctuating internet connections and South Africa's reality of scheduled and unscheduled power cuts.

The development context is dynamic and unpredictable, and this was heightened in a year when we had local government elections. Problems in communities are complicated by politics, with some areas deeply polarised. In the field, the SCAT team works hard to be neutral and listen to what our partners are dealing with without taking sides. One of the challenges we and our LDA partners face is patriarchy. In the places where we support LDAs, traditional leadership is often revered, which enables patriarchy to thrive. This impacts on the Constitutional principles of full equality, particularly gender equality that SCAT aims to achieve. Working in this context, the SCAT team has to navigate being respected by traditional leaders to ensure our entry into the community, while we work to support women who are striving for equal opportunity to be educated, economically productive, have freedom of movement and make decisions with regards to their own empowerment. We will continue to strive for equality for all people and develop our gender programme and its intersection with all SCAT's focus areas.





Vuyo Msizi,
Programme
Officer

ACCESS TO JUSTICE

Vuyo Msizi is passionate about SCAT's gender-focused programme because it is an opportunity to support women. The women leaders SCAT supports hold a lot together in situations of constant crises that take time to resolve. They live and work in the context of a justice system that often fails people and a social environment in which their lives and the lives of all women in their communities are threatened simply because they are women. Vuyo coordinated the Women in Leadership Programme for SCAT in 2021.

Securing human rights and human dignity was the reason SCAT was founded in 1984. Grantmaking and support for access to justice is therefore part of SCAT's DNA. Of the LDAs that SCAT supports, the majority are community advice offices (CAOs). They offer, as one of their programmes, a paralegal advisory service to assist people with legal and non-legal problems.

Rural CAOs stand at the interface between communities and the failing policing, justice, and social security systems, which present constant challenges, especially for marginalised communities and groups. For example, there are many failures with GBV cases and survivors of GBV indicating they experience secondary victimisation when engaging with the legal system. Paralegals often play an accompaniment role for survivors of GBV.

The social security system is also failing its intended beneficiaries. Pensioners and child grant recipients deal with issues such as erroneous reports that their grants have been paid when they have not. Dordrecht Advice Office reported that a child was declared deceased when he was alive. In Mqanduli, one of a pair of twin babies died and both were recorded as deceased. Similarly, applications to the Unemployment Insurance Fund (UIF) are lost in the system and paralegals must assist their clients to find or reinstate their claims.

These examples are a drop in the ocean of the cases the 25 CAOs handled in providing services to 23 504 people in 2021. During the year, 18% of these cases were Home Affairs matters, 14% related to social grants and 15% were labour matters, e.g., unfair dismissals or unfair contract terminations, and assistance with applying for UIF benefits after a dismissal or contract termination.

The story of the Mount Frere CAO is a good illustration of a CAO using the case work seen by paralegals to develop additional programmes.

The LDAs are more than organisations. They are valuable agencies - the heartbeat of the community. The LDAs bring about change through the difficult conversations needed for people's thinking to shift for the better.

- Nokukhanya Mchunu, SCAT Programme Officer

Mount Frere Advice Office

The Mount Frere Advice Office is located two hours' drive from Umtata in the Eastern Cape and serves several villages in the surrounding area. Their projects and programmes demonstrate the interconnectedness of the focus areas that SCAT supports - access to justice (advisory service), human rights awareness education, a health and wellness initiative, youth empowerment, and food security. This organisation listens to the needs of people in their community and uses the cases they see as a basis for identifying programmes that address the development needs of the community.

From their paralegal case work the LDA identified that people in the community were struggling with food insecurity. As a result, the LDA initiated a community and household food gardening project. A few months after speaking to people in their community about household food gardening, the LDA had mobilized 43 food gardens and linked these to their health and wellness projects. The health and wellness projects are run by volunteers who provide a home-based care service. The volunteers monitored and mentored the food gardeners, and the office engaged with the Department of Agriculture to secure training, seedlings, seeds, and gardening tools.

Similarly, the paralegal advice work highlighted challenges with GBV that are faced by women and children in the community such as forced child marriages (Ukuthwala), domestic violence and other forms of gender-based violence. The LDA ran workshops, information sessions and meetings with traditional leaders with the aim of empowering the community to respond to these challenges. As a result, women are beginning to have a voice in the community and traditional leaders are willing to engage and participate in discussions around cultural issues such as forced marriages, survivors of domestic violence and GBV.

The LDAs have also been involved in assisting people who qualify for the Social Relief Distress (SRD) grant which was introduced during the COVID pandemic to help people who faced unemployment and destitution. Mount Frere CAO was at the forefront of mobilising their community to open a case with the local police service against a corrupt official who was asking for bribes from SRD recipients.

The LDA works with young people in the community and trains them to run workshops on issues such as GBV and create awareness of human rights. As the Programme Officer for the Mount Frere Advice Office, I identified that their work with youth provided a fertile opportunity to introduce the concept of YouthBanks. This group of young people is now an active part of the SCAT YouthBank programme.



Mount Frere sewing group

GENDER

The SCAT Women in Leadership Fellowship (WIL)

SCAT has recognised that there is a need to build and support a second tier of women community leaders. As a result, we developed and launched the Women in Leadership Fellowship (WIL) for (mostly) younger women linked to our rural partners who have not previously received significant development opportunities.

The SCAT Programme Team worked with AtoZ Consulting to develop the curriculum for the first two modules. A useful element of this was the involvement of some of the women participants in the co-creation of the programme. Developing a curriculum through this collaborative process was a profound experience for the Programme Team. Collectively we facilitated the first module online. Materials were distributed in advance to ensure participants could follow the programme if they had difficulty with connectivity. We decided to deepen the experience of the online training by adding a life coaching element for all the participants. Coaching is a luxury that only a few in our country can afford and has been valued by the women who have engaged in it.

Their feedback has been phenomenal and has touched the team deeply. They have remarked on the uniqueness of the combined experience of training and life coaching and expressed appreciation for the interest SCAT takes in them. All the women, especially the young ones, are growing into themselves as leaders, speaking up in meetings, projecting their voices.

The process of developing the learning programme has enhanced the Programmes Team as it enabled us to learn about our own leadership dynamics, styles, and uses of power. In the process, we are discovering our personal strengths and developmental edges.

The following is an example of an LDA that is participating in WIL and is doing amazing work to empower women in the community and support and assist victims and survivors of GBV.

The coaching sessions are the best thing ever because it is where we can express our feelings whether workwise or family wise. We are getting advice and guidance intended to help develop our skill, performance and career. Thank you so much SCAT. I am really enjoying my sessions with my coach.

- Tlolohelo Precious Tloti, WIL Fellow, Mount Fletcher, Eastern Cape

See a few more reflections on the WIL Fellowship Programme on the back inside cover.

Ubuntu Rural Women and Youth Movement

Ubuntu Women and Youth Movement is based in Elsenburg, near Stellenbosch in the Western Cape Province. Ubuntu's mission is to ensure that rural women and youth lead efforts for change in their own lives. Ubuntu grew out of the mobilisation work of its founder and Project Coordinator, Wendy Pekeur. Since SCAT began funding and supporting Ubuntu in 2020, they have expanded their services much further afield, to Klawer, Worcester and Doring Bay.

Gender-based and domestic violence are rife in the communities where Ubuntu works. According to Wendy Pekeur, every day they deal with at least five cases of violence against women perpetrated by their partners or children. These incidents are largely driven by substance and alcohol abuse. They also deal with GBV survivors who must return to their abusive partners or families because they have nowhere else to go. The LDA staff used their experience as activists, organising skills and paralegal training to establish a community-led, anti-GBV response team. The team consists of women who are available around the clock to respond to abused women and children. This strategy has ensured that women, girls, and boys are supported to report cases of GBV, to obtain restraining orders against perpetrators, and to hold the legal system accountable for its role in dealing with GBV. Ubuntu works in partnership with several stakeholders to support their communities in dealing with GBV.



Wendy Pekeur founder of Ubuntu Rural Women and Youth at DOS

LOCAL ECONOMIC DEVELOPMENT & FOOD SECURITY

Food security and local economic development (LED) are inextricably linked. People must be able to buy or grow enough nutritious food to live productive, healthy lives. The story of Entlango Primary Agricultural Cooperative is a powerful illustration of the complex ecosystems of local economies, the development of skills and knowledge, the introduction of new agricultural methods and technologies, and the impact of climate change.

Entlango Primary Agricultural Cooperative was featured in the SCAT publication, *Rural Voice II*¹. The story is one of steadfast progress in the face of ongoing challenges, from small beginnings in 2007, when fifteen young people began learning how to farm. The cooperative grew with successive investments in equipment and materials, including the construction of a hydroponic greenhouse in 2012, with funding assistance from SCAT and the Buffalo City Metropolitan Municipality.

The first challenge was ensuring access to local markets. Khumbulani Yekani's appointment as project manager boosted the Co-op's leadership. With funding he secured from the Department of Economic Affairs they bought equipment, seedlings and fertiliser that propelled them to another level.

By 2020, Entlango was generating an average monthly income of R30,000 from supplying local supermarkets and wholesalers and had won a tender from the Department of Social Development to supply three local feeding schemes. In addition to food production, they hosted training and community dialogues on gender-based violence and offered employment for youth and women, including learnership opportunities through the Agriculture Sector Education and Training Authority (AgriSETA). They also introduced a social enterprise model in the community and embarked on a climate change programme.

In November 2020 disaster struck in the form of a tornado that caused devastating damage to the hydroponic structure. The steel frame was still intact and strong, but the plastic cover was destroyed. The Cooperative consulted other commercial farmers about alternatives but could not find stronger sheeting that would withstand future stresses.

The destruction had wide-ranging detrimental effects on the farm and its stakeholders. Although the structure was insured through the Municipality's Local Economic Development office, it took a long time for the claim to be processed. In the interim, the quality of produce deteriorated because

1. *Rural Voice II: 35 Stories for 35 Years. Social Change Assistance Trust 1984 – 2019: Partnering for Transformation.* p. 61 – 63. <https://s3.af-south-1.amazonaws.com/mags.digimaghost.com/SCAT-Rural-Voice-II/index.html>

seedlings were attacked by insects and diseases. This forced them to stop everything and focus on repairing the structure, dipping into their own resources to cover the costs. Their reduced production output compromised working relationships with customers. Their reduced income meant they could not offer seasonal work to people they had trained.

This incident highlights the need to incorporate risk mitigation and adaptation strategies in the face of climate change. The people of Entlango cannot prevent extreme weather events, but they can invest money in stronger materials, ensure that insurance is secured, and plant trees as windbreaks and a source of carbon. We are happy to report that by April 2021, the hydroponic greenhouse had been rebuilt with Entlango's own funds and help from the Buffalo City Metropolitan Municipality's Local Economic Development office. With education through SCAT's Rural Action for Climate Resilience programme the LDA has become aware of climate change and its effects and will be taking this into account moving forward.

Entlango Agricultural Cooperative before and after the storm damage



YOUTH-LED DEVELOPMENT

Khanya Mchunu's portfolio expanded in 2021, encompassing LDA support, the YouthBank Project (which is close to her heart) and the new Food Action Cape Town Project. Being from a rural area herself, she values work focused on developing rural people's agency.

Engaging youth in the development of their community is a critical part of building leadership skills among future leaders. To attract young people to this work, SCAT has introduced a YouthBank programme, which seeks to involve rural youth in community philanthropy. YouthBank groups develop creative strategies to raise funds, which they regrant to young entrepreneurs in their communities. They are also trained to support and monitor their grantees' progress. The programme develops participants' organisational, leadership and entrepreneurship skills and nurtures a culture of philanthropy by giving them the opportunity to determine the priorities in their communities.

The LDAs have realised the opportunity that the YouthBank approach offers for streamlining their youth-led initiatives and the number of SCAT-supported YouthBank groups grew from seven to nine in 2021.

The YouthBank concept encourages youth to participate voluntarily. However, we reflected on the constant loss of young people in this project and learnt that young people's participation was affected because there was no financial incentive to remain in the project. They were not able to focus on raising and regranting money to other projects – a primary objective of YouthBanks – when the members themselves were in need of financial support. SCAT listened to this and decided to provide a core grant to the YouthBanks through the LDAs they are linked to. In addition, we provide a reward of R5 for every R1 raised by the YouthBank (similar to FRIS), which can be used for re-granting. We also provide R5,000 annually for training needs identified by the YouthBank.

It has been remarkable to witness young people step forward in dealing with community issues that directly impact them. Some of the groups have developed creative campaigns and workshop sessions where they tackle critical topics such as teenage pregnancy, drug abuse, and unemployment, thus involving other youth in the community to deeply engage with these challenges and find creative ways to help curb them.

2021 showed all of us the importance of agility, flexibility and kindness. This has been evident in some of the youth groups' ability to come up with strategies that work well in their communities. The Dordrecht YouthBank group is a good example. They hosted pageants, soccer tournaments and sold raffle tickets. During 2021 they received 37 applications for small business funding. Their screening process identified five diverse businesses for funding or support.

SCAT's YouthBank Project makes a small but vital contribution to addressing the scarcity of funding opportunities available to emerging rural entrepreneurs, as well as providing much-needed support that grows the communities' social, human and, potentially, financial assets.



Nokukhanya
Mchunu,
Programme
Officer



Claire Tapscott,
Programme
Coordinator for
Climate Change

CLIMATE RESILIENCE

After completing an internship with SCAT, Claire Tapscott joined the full-time staff in mid-2021 as the Programme Coordinator the SCAT Climate Change Programme. She brings a knowledge base informed by a Master of Social Science degree specialising in Global Studies from the University of Cape Town. Her passion for this work arises from the recognition that while we cannot stop climate change individually, collectively we can learn how to adapt to its impacts and, at the same time, learn how to influence decision-makers to enact policies that mitigate its causes.

Climate change is a reality that we are all acutely aware of and, while rural communities largely do not contribute to its causes, they bear the brunt of shocks and impacts more than others. Women and youth are particularly vulnerable.

The Rural Action for Climate Resilience (RACR) Project is a partnership with Southern African Faith Communities' Environment Institute (SAFCEI) and The Heinrich Böll Foundation (HBF). It aims to build the capacity of rural community-based organisations to respond to the impacts of climate change and thus protect livelihoods. It is co-funded by the European Union and HBF. The project seeks to impart knowledge, skills and resources to the communities we work with to promote resilience and climate change adaptability. It also aims to amplify the voices of these communities in discussions about climate change, both locally and nationally.

The official launch of the RACR Project started with an online inception meeting in August 2021. That was an absolute highlight! It was incredible to see the reception the project received from SCAT's LDAs and the faith leaders from SAFCEI's network. Everyone was interested to know more about the project activities and how they could get involved. It was an energising experience that helped us to clarify the project's aims, needs on the ground, and how the project could address these.

Successfully hosting the first two Regional Workshops online was a proud moment because it was a collaborative effort involving everyone in the partnership, all the SCAT Programme Officers and administrative staff. It took a lot of careful planning and came together well to create an informative and interactive session.

We have been encouraged by the LDAs' response. They often ask for more information on climate change so that they can inform their communities on how to become more adaptable to their changing circumstances.

While RACR is a project in and of itself within SCAT, it intersects with every other area of our work. Climate change is a social, environmental, economic and gender justice issue and even if we have not always used the term "climate change", SCAT and the LDAs have been responding to its impact for years. For example, a woman may experience gender-based violence in a situation of mounting frustration caused by drought and the economic impact of insufficient water for subsistence farming. Appreciating the context within which GBV takes place is an essential part of responding to it.

CBO CAPACITY BUILDING IN THE NORTHERN CAPE PROVINCE



Colleen Alexander-Julies' responsibilities cross SCAT's thematic areas, but most of her energy is devoted to the DG Murray Trust (DGMT) funded project to support CBOs, SMMEs and YouthBanks in the areas surrounding the Lesedi Power Plant. Colleen is a qualified legal advocate who continues a family tradition of agency devoted to community work through advocating for social justice, to realise the rights in the Bill of Rights.



Colleen Alexander-Julies,
Programme Officer

The Lesedi Power Plant is an Independent Power Producer (IPP) in the Northern Cape Province. All IPPs are required to contribute to the development of communities within a 50km radius of their plants. DGMT is a beneficiary of the Lesedi Solar Park Trust, a community trust established for this purpose. The work of DGMT is to position the Lesedi Solar Park Trust as a community trust that is in a unique position to offer contextualised interventions. DGMT contracted SCAT to assist with a project that seeks to build local capacity to drive change and development in the Lesedi Solar Park Trust communities.

In 2021 we finalised the identification of CBOs and SMMEs to receive support. We provided laptop computers and trained three CBOs in governance, financial management, leadership and the use of information technology (IT). Kgatelopele Social Development Forum (KSDF), a long-term partner of SCAT, has also played a key role in this project and received financial support for this. Getting local partners on board and running training in 2021 was a highlight. The value the projects have gained through this process has been rewarding.

We are also fostering the development of entrepreneurialism in five SMMEs. The businesses vary. One of the ventures demonstrated the value of this intervention when, after participating in discussions about the economy and needs in the Northern Cape during our business development and IT training, he rethought his focus, identified another opportunity in the community and is now more ambitious about his business.





SCAT Action - Reflection Retreat, Kalk Bay, May 2021

FINANCIAL OVERVIEW 2021

Income and Expenditure

The 2021 financial results once again reflect an increase in donor funding, which increased by 13% on the previous year, with the number of donors growing to fourteen. With the increased revenue SCAT continues to prioritise funding the LDAs, increasing the annual grant to R156,000. We also made the decision to provide an additional amount of R13,000 to each LDA in December 2021 as we recognised the impact of the pandemic on fundraising.

We seek to maintain and increase grantmaking, capacity building, on-site mentoring and support to the LDAs, without significantly increasing SCAT's own costs.

The year started with a grant-secured budget for 2021. All the funding was received by the start of the second quarter.

Total expenditure was R20,258,400. Thirty-six percent (36%) was spent on capacity building workshops, programme activities, and mentoring and support of our LDA partners; 51% was paid out on grantmaking activities, which included Core Grants, the Development Fund for Training, the Fundraising Incentive Scheme, IT & Connectivity, Climate Change, Food Security, YouthBank, and special project grants. Governance, Communications and Finance comprised 13% of total costs.

Investments and Investment Income

SCAT has built a reserve fund to secure its long-term financial sustainability. The dividend and interest income accounts for 14% of total income and allows SCAT to cover some of its own costs and new initiatives. The intention of the reserve is also to ensure that SCAT can continue to do its work should it face future funding challenges. The use of these funds is guided by SCAT's investment strategy, which is regularly reviewed by SCAT's Board of Trustees. As a responsible investor, SCAT uses Active Shareholder as a proxy to vote at the general meetings of listed companies in which we hold shares. In this way, we express our views on corporate governance, executive remuneration, impact on the environment, and other matters.

Financial Management

Fiscal management remains the responsibility of Management and the Board of Trustees. SCAT has good record keeping, financial controls and systems. These internal controls function effectively and do not impede our ability to do our work. The financial controls are subjected to quarterly internal audits conducted by Ziyu Accountants (formerly known as CMDs). SCAT has consistently had unqualified audits, including the 2021 annual audit conducted by Solace Consulting.



Hishaam Nordien,
Finance Manager



SCAT INCOME AND EXPENDITURE

Year ending 31st December 2021

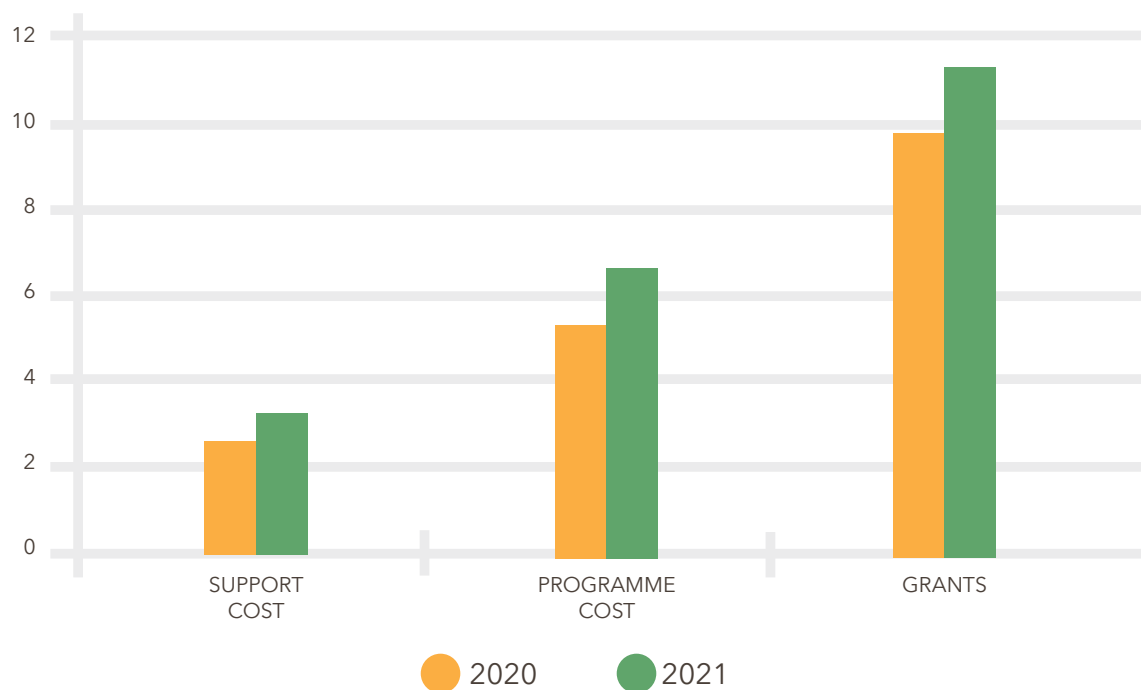
Detailed Income Statement

	2021	2020
Revenue	23 932 832	21 960 800
Funder income	20 403 926	18 012 685
Other Income	3 528 906	3 948 115
Dividend revenue	2 641 095	3 197 270
Interest received	603 302	566 740
Rental received	248 167	164 091
Sundry income	36 342	20 014
Expenditure	20 258 402	17 972 584
Operating Expenses	9 849 885	7 774 577
Governance, communications and finance	2 668 369	2 145 130
Programme costs	1 784 572	1 409 012
Capacity building	5 396 944	4 220 434
Grantmaking	10 408 516	10 198 007
Core grants incl. COVID-19 grants	5 253 000	6 482 394
Development fund for training	184 227	201 647
Fundraising incentive scheme	129 362	96 691
IT and LDA Connectivity	114 586	0
Climate Change Grants	56 000	0
YouthBank Grants	161 000	0
Special project grants	4 307 342	3 394 775
Food security projects	203 000	22 500
Other Income		
Fair Value movements - Investments	4 607 625	4 319 726
Surplus/(Deficit) for the period	8 282 055	8 307 943

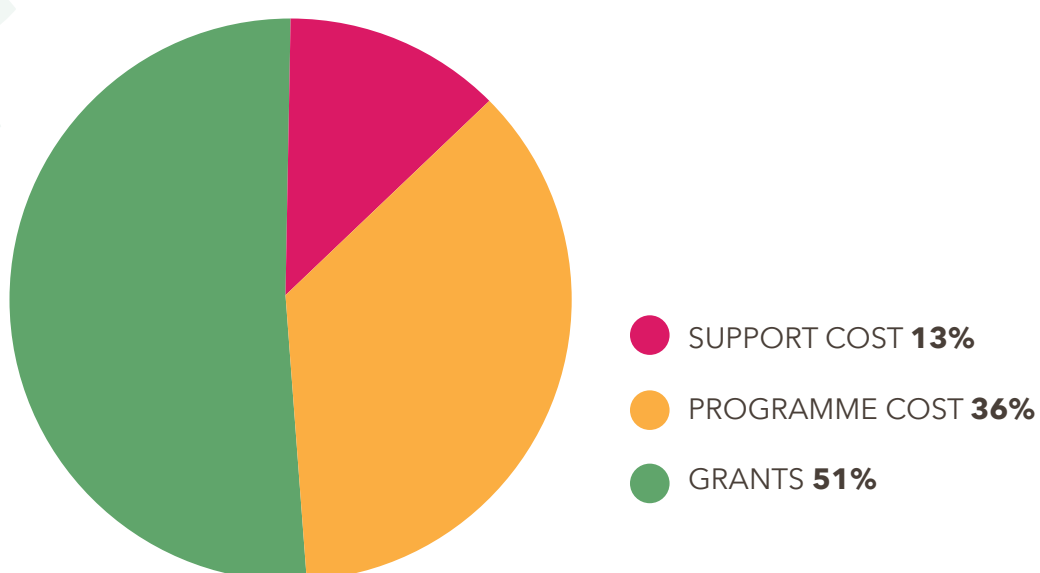
Statement of Financial Position

	2021	2020
Assets		
Non-Current Assets	50 191 630	45 408 625
Property, plant & equipment	577 919	402 541
Other financial assets	49 613 711	45 006 084
Current Assets	28 279 507	20 236 830
Trade & other receivables	466 450	187 087
Cash and cash equivalents	27 813 057	20 049 743
Total Assets	78 471 137	65 645 455
Funds and Liabilities		
Funds	61 544 673	53 262 603
Share revaluation reserve	26 010 208	35 534 465
Sustainability Fund	35 534 465	17 728 138
Liabilities		
Current Liabilities	16 926 464	12 382 852
Provisions	429 019	354 173
Trade & other payables	1 313 573	1 601 581
Income received in advance	15 183 872	10 427 098
Total Funds & Liabilities	78 471 137	65 645 455

SCAT EXPENDITURE 2020/2021



OPERATING EXPENSES 2021



SUPPORTERS

Our sincere thanks to:



Government of the Netherlands



Ambasáid na hÉireann
Embassy of Ireland



FORD
FOUNDATION



Joan St Leger Lindbergh
Charitable Trust



A project co-funded by
the European Union
and the Heinrich Boll
Stiftung

CONSTITUTIONALISM
FUND



TRUSTEES AND SCAT TEAM



Nkosikhulule
Xhawulengweni
Nyembezi
Trustee, Chairperson



Sue Anderson
**Trustee, Vice
Chairperson**



Lorenzo Wakefield
**Trustee, Finance
Committee Chairperson**



Jeremy Chennells
**Trustee, Human
Resources Committee
Chairperson**



Dr Joanne Harding
Executive Director



Valerie Jonathan
**Trustee, Finance
Committee**



Deena Bosch
**Trustee, Programmes
Committee Chairperson**



Seth Tladi
Programme Director



Claire Tapscott,
**Programme
Coordinator for
Climate Change**



Mandisa Shandu
**Trustee, Human
Resources**



Khoboso Nthunya
**Trustee, Programmes
Committee**



Abigail Steedsman
Administrator



Colleen Alexander Julies
Programme Officer



Hishaam Nordien
Finance Manager



Nosimilo Filita
Finance Administrator



Vuyo Msizi
Programme Officer



Nokukhanya Mchunu
Programme Officer



Nokukhanya Mchunu
**Kathleho Ramafalo
Intern**



Mzolisi Nombewu
Bookkeeper

Reflections from the Women In Leadership Fellowship Programme

“

You learn so much and so much about yourself. My expectations were more than met. I am glad the age limit didn't stop me. I used my farming journey to motivate why they should accept me despite my age. The coaching was simply awesome. I have never spoken about myself for 1.5 hours before. Thank you SCAT for the platform you have created for women.

- Washiela Douries, WIL Fellow, Graafwater, Western Cape

At first, I didn't see myself as a leader, but as we were progressing I could see that I do have some of the qualities of a leader. I am starting to see myself as a leader or a future leader. I see myself leading and grooming young women and taking the information (from the WIL fellowship) to the young women in my community.

- Sizeka Mavumengwana, WIL Fellow, Herschel, Eastern Cape

I'm a newly elected Director of my organisation and I need support and further training to be a good leader. Knowing myself better is the highlight of the training. I didn't take this into consideration as something important.

- Noluthando Festile, WIL Fellow, Uitenhage, Eastern Cape

In South Africa, men are criticized for not doing anything to address issues of gender-based violence. Every day I see the number of gender-based violence cases increasing, despite the daily interventions being conducted to address this pandemic. My involvement in this programme gives me a sense of hope that I will be able to define a strategy to address gender-based violence.

- Vuyo Msizi, SCAT Programme Officer

”



SOCIAL CHANGE ASSISTANCE TRUST

Tel: + 27 21 418 2575 | **Fax:** 086 439 3447

Email: info@scat.org.za

Address: 52, 54 Francis St | Woodstock | Cape Town | 7925

Trust #: IT70/85 | **NPO #:** 009-983NPO | **PBO #:** 930013962

Banker: Nedbank

www.scat.org.za