



OJA REVIEW OF FOCUS AND AFFIRMATION OF DEVELOPMENT OBJECTIVES

A constant look over the shoulder and beyond the horizon is often necessary for any organization to learn from experience and be better prepared to tackle the future unknown. A fresh look at what OJA is and has been doing in communities through its beneficiary organisations became a necessity. This is against the backdrop of the tough economic environment and its dwindling financial resources. It became imperative that OJA should take a fresh look at what it has been doing in communities and whether it had had an impact or it was changing the lives of people. An introspection was embarked upon to measure the merit of moving away from providing brick and mortar to providing sustainable skills and resources to organizations. These would enhance the long life of the organization and boost self-sufficiency and sustainability. A strategic focus session was held on 16 – 20 May 2016 and it was facilitated by Mr Rubert Van Blerk of Community Development Resource Association (CDRA). Input was sourced from a sample of beneficiary organisations including Mother of Peace – Illovu (South of Durban and Bhekuzulu Self-Sufficient Project (BSSP) from Estcourt. Input from other organizations was solicited over the telephone. Serious questions were tackled including whether the OJA focus is still relevant in the current social and economic environment. Questions had also to deal with effective use of available resources.

Obviously having regard to the environment and OJA's dependence on investments it was decided that a shift to sustainability support was the way to go. The wheelchair supply would not change. Change from the known to the unknown is often fraught with frightful shadows. Of course this change had to be piloted first before it can be rolled out and four organizations were earmarked for the pilot stage, namely Home of Comfort Orphanage in Kokstad, Sibani Solwazi Organisation for the Disabled in Stepmore – Underberg, Bhekuzulu Self-sufficient Project and Nquthu AIDS Organisation. Only time will tell whether this is a worthwhile move. Organizations are encouraged to use the land available to them. Some have no land but have a strong inclination towards craft. Professional agencies will be roped in to give advice and guidance on some matter. Good project management is key to success and Project Officers are honing their skills to meet the challenge. Government agencies are obvious stakeholders because they have agricultural projects which can be replicated to help the NPOs working with OJA. OJA has beneficiary organisations in areas that are also earmarked by the government and nodal areas of need. Where surplus products are produced beyond consumption such will be sold to markets that will be identified thus helping to bolster the reserves of organisations. The future looks exciting. Some of the examples of the future projects appear under 4.1 below.



Figure 1: OJA staff and board members deliberating on the future

All beneficiary organizations have been consulted about the proposed venture and they are excited about the prospect of being helped to be sustainable.

OJA SUPPORT FOR PROJECTS IN 2016 – 2017

Operation Jumpstart Association continued to support community based organizations already existing in its database. Non new organizations were invited to submit proposals because of budget considerations. Some of the transactions were little once off donations. The example is the donation of equipment to three creches in the Nquthu area. Other activities involved the renovations and upkeep of existing properties and structures.

1. SUPPORT NPOs FROM OPERATION JUMPSTART ASSOCIATION

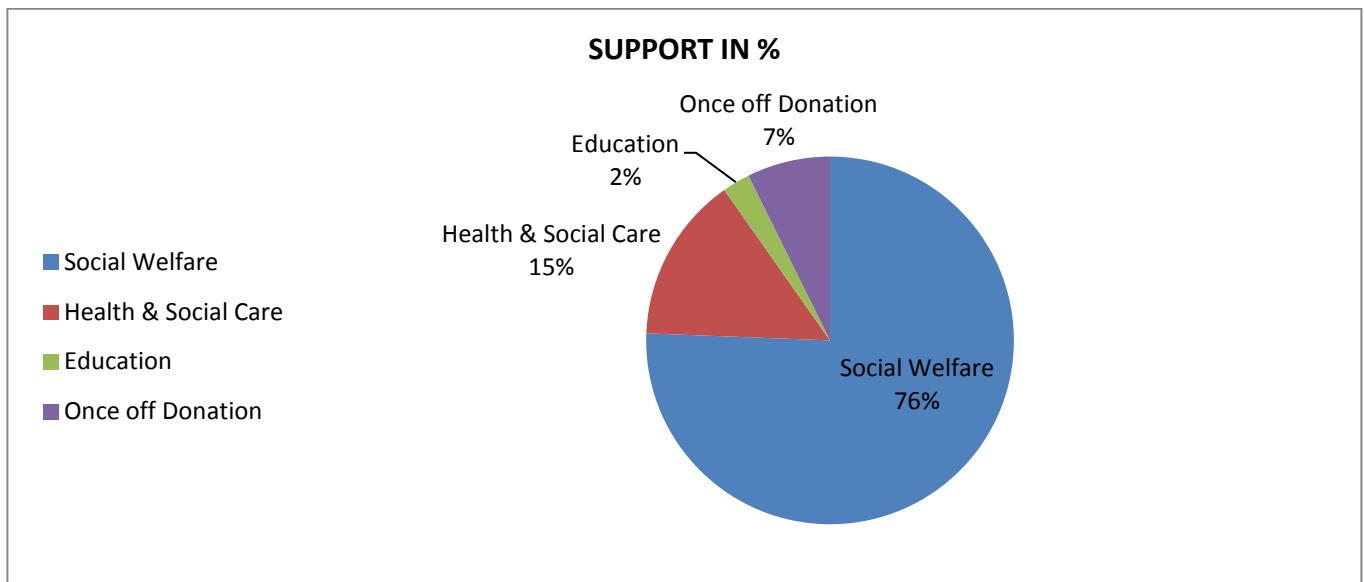
One unsolicited application for support was received on behalf of three creches in the Nquthu area. It was for equipment in the form of early childhood learning tools.



Figure 2 Hlangabeza Creche - KwaMbokodwe at Nquthu

There were 39 projects approved for renovations and repairs. These are existing beneficiaries of OJA. OJA occasionally conducts a survey of properties that need attention. Major repairs or renovations are attended to promptly by OJA while minor repairs are sometimes done by individual organizations. OJA supports beneficiary organizations from different sectors as shown below.

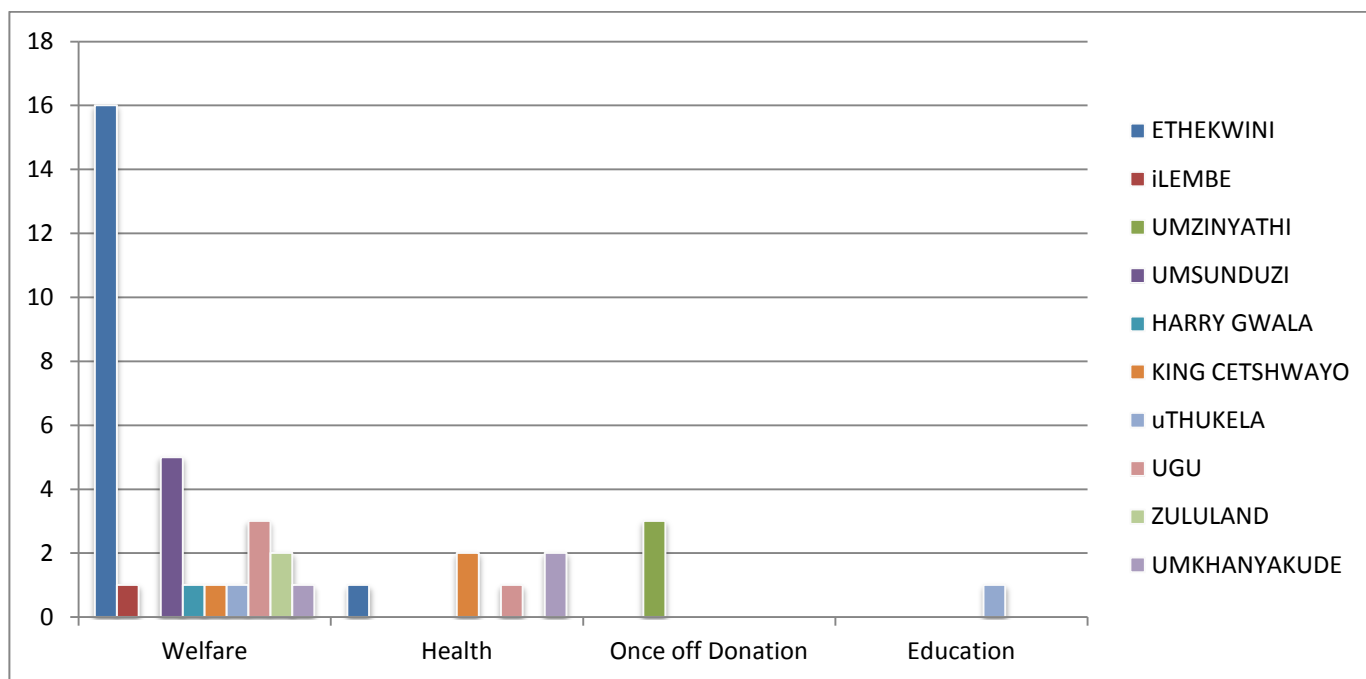
GRAPHICAL PRESENTATION



3. PROJECTS SUPPORTED PER DISTRICT DURING THE YEAR

DISTRICT	SECTORS			ONCE OFF DONATION	TOTAL
	SOCIAL WELFARE	HEALTH & SOCIAL CARE	EDUCATION		
Ethekwini	16	01	0	0	16
Umkhanyakude	01	02	0	0	03
Zululand	02	0	0	0	02
Ilembe	01	0	0	0	01
Ugu	03	01	0	0	04
Harry Gwala	01	0	0	0	01
Umsunduzi	05	0	0	0	05
King Cetshwayo	01	02	0	0	03
UThukela	01	0	01	0	02
Umzinyathi	0	0	0	01	01
TOTAL No of PROJECTS	31	06	01	01	39*

Figure 3*Includes Once Off Donation to Nquthu Creches



4. FIELD WORK

Several visits and meetings were conducted with beneficiary organizations;

- OJA constantly holds meetings with beneficiary organisations. These meetings take place close to where the organizations are situated. This is aimed at keeping the relationship going. These

meetings were held in Umkhanyakude, Uthungulu, Umzinyathi combined with Zululand, Uthukela, Umgungundlovu, Ethekwini, Harry Gwala, Ugu and Ilembe. Offices of local beneficiary organisations are used instead of hotels. A cost saving mechanism is in the fact that organizations can travel to and from the venue and do not have to sleep over.

[PHOTO – CONSULTATIVE MEETINGS]

- Besides normal vigilance through inspections, the insurance also puts its own minimum standards that must be met. This necessitates regular visits and meetings with these organizations. General legal compliance is also paramount as beneficiary organizations could be disqualified if the premises are not up to acceptable standards.
- Unscheduled and snap visits are conducted to check on the proper use of structures. Offending organizations are warned and sometimes remedial meetings and measures are held in conjunction with the local offices of the Department of Social Development and relevant local power structures.
- During repairs and renovations staff make regular inspection visits in order to ensure work of the highest standard.

4.1 Sustainability of Beneficiary Organizations

It can be said that OJA is in a state of transition, having moved away from providing physical structures for NPOs to experimenting with sustainability. The organizations themselves must show enthusiasm to prolong their existence through self-sustainability. While organizations are enthusiastic about the proposal it remains to be seen whether they can see this through. Cooperation is the key. It will not be without challenges. Organizations must utilise the natural resources they have. In the long run they may sell surplus stuff from their income generating projects.

The key will be the involvement and development of youth so that they are enthusiastic about vegetable propagation and craft. OJA will keep a keen eye on this, especially female youth. Other skills development ventures that will enhance employability of youth will be welcome within available resources. It is hoped this will help fight unemployment.



Figure 4: Example of envisaged sustainability projects

Several stakeholders may have been approached including LIMA, AIDS Foundation (Ikusasa Project) and some government agencies in the development sector.



Figure 5: OJA visiting model projects with Lima and other stakeholders

5. INDIRECT IMPACT OF OJA WORK IN COMMUNITIES

Support of OJA to beneficiary organizations is of paramount importance although OJA does not deal directly with the end user – individual members of communities. The provision of a place to work guarantees that the organization will have peace of mind and concentrate on service to the target community. The organizations served more than 610 000 elderly, disabled, abused and vulnerable members of our communities. The number is far higher than we quote because of the cascading nature of help. When organizations help the client who came through the door, five or more other people associated with the client are indirectly affected positively. The end-users are not even aware of the existence of OJA beyond the organization that helps them. Some government departments are loath to enter into agreement with organizations that do not have premises to operate from. These premises must meet certain minimum standards, hence the importance of OJA intervention.

Beneficiary organizations regularly invite OJA to attend their celebrations, functions and AGMs as token of appreciation. OJA tries to honour these invitations because they give deeper insight into the extent of the work of organizations and by implication the impact OJA is making.



Figure 6: The Lifeline Zululand Board at an AGM

6. LIST OF PROJECT APPROVED FOR SUPPORT DURING APRIL 2016 – MARCH 2017

<p>Age in Action, AMANZIMTOTI An umbrella organization giving supports to NPO's that care for aged.</p>	<p>Thandanani Children's Foundation, PIETERMARITZBURG Support institute and care for the abused children.</p>
<p>Zululand Hospice, RICHARDSBAY Gives hospice services for deserving individuals.</p>	<p>South Coast Hospice, PORT SHEPSTONE Gives hospice support for ill and deserving people</p>
<p>IThembaletu, Manor Gardens, DURBAN Cares for the Orphaned Vulnerable Children.</p>	<p>SANCA Zululand, EMPANGENI Alcoholism and drugs prevention, treatment, counselling and rehabilitation services.</p>
<p>Lifeline Zululand, RICHARDS BAY Assistance and advocacy to victims of abuse</p>	<p>Sibani Solwazi Disabled Art Centre, UNDERBERG/STEPMORE Support the disabled people.</p>
<p>Amanzimtoti Trauma Unit, AMANZIMTOTI Care and support the victims of crime and gender based violence.</p>	<p>Careline Crisis & Care Centre, HILLCREST Safe house and a rehabilitation institute for the abused and the victims of drugs and alcohol.</p>
<p>CINDI Network, PIETERMARITZBURG Deals with children in distress.</p>	<p>Pietermaritzburg Child & Family Welfare, PMB Gives welfare services to individuals and families.</p>
<p>Mother of Peace, ILLOVO A safe house for vulnerable and orphaned children.</p>	<p>Abrina Esther House, PIETERMARITZBURG Safe house for the abused women and children.</p>
<p>Vianney Children Home, MONTEBELLO Safe house for the vulnerable and orphaned children.</p>	<p>Themba Club Care Centre, MARGATE & SHELLY BEACH Home(s) for the orphaned and vulnerable boys and girls children.</p>
<p>ChildLine KZN, PIETERMARITZBURG Fight against children abuse.</p>	<p>Open Door Care Centre, PINETOWN Care and protects against the abused women, children and aged.</p>
<p>Ukuba Nesibindi (Lifeline DBN Project), eTHEKWINI Support care and skills towards the abused women and children.</p>	<p>Careline, HILLCREST This is second property for additional programs of Careline.</p>
<p>Isibani Community Centre, Kwa Jobe - JOZINI A day care center for vulnerable children.</p>	<p>Wentworth Victim Friendly Centre, AUSTERVILLE Safe care house for abused women and children.</p>
<p>Inqabayethu Community Development Centre, HLUHLUWE Home-based care support centre.</p>	<p>New Hope Community Centre, Ezulwini - JOZINI Provides health facilities, support groups and home based care.</p>
<p>Kwa Madlala Full Service School, EKUVUKENI Special school for learners with special needs.</p>	<p>Sikhona Care Centre, EZAKHENI Day Care for vulnerable children and provide support for vulnerable and abused individuals.</p>

SANCA Nongoma, NONGOMA Counselling, support and rehabilitation for drug affected individuals and their families.	Bhekanani Care & Support Centre, NONGOMA Day Care for vulnerable children and provide support for vulnerable and abused individuals
Pregnancy Crisis Centre, AMANZIMTOTI Support to pregnant women who are abandoned by their families.	KZN Christian Care Centre, PINETOWN Welfare service organization.
Ikhaya Lethemba Safe House, PINETOWN Safe house project under Open Door Crisis Centre.	Ethembeni Crisis Centre, KWANDENGEZI A Shelter (Safe House) for the abused women and children.
Muthande Society for Aged, CLERMONT Day Care and support service centre for the aged.	Anti-Drug Forum, CHATSWORTH Drug testing, counselling sessions, education and awareness for drug free society.
FAMSA Durban, DURBAN & MARGATE Provides counselling services, couple counselling, family mediations and trauma debriefings.	Once Off Donation to 3 creches in NQUTHU – Hlangabeza Creche, Phakamani Creche and Khulakancane Creche

7. CHALLENGES

7.1 **Founder Syndrome:** There are inherent problems within a majority of beneficiary organisations, the major one being the “founder syndrome” which has become a hindrance to good governance. Founders do not want to share the leadership of the organisation with other more variously individuals. This has the result of dragging the organisation backward because of the drain of skilled people. Another universal problem is the practice of nepotism by founders who prefer certain individuals (mostly family) to take specific posts within the organisation. More often than not these people are not qualified for those positions.

Another inevitable factor is the passing away of members of the leadership. If the deceased was a founder the family immediately thinks they can take the organisation forward even though they had no part to play during the lifetime of the founder. The organisation flounders and dies out.

Founders are reluctant to “move with the times” and adjust the focus of the organisation as times change. They would like to relate the history of what it was like when they started the organisation. Some even want the organisation and community to give him/her a financial consideration for their “innovative idea”.

In time it becomes very difficult, if not impossible for the relevant government agencies and local power structures to work with the organisation that is being “hogged” by a founder.

- 7.2 **Sustainable Funding Support:** Dependency on government grants and outside funding has eroded the capacity of organisations to be innovative and embark on income generating activities. As soon as a government grant comes to an end the organisation closes. Dependency on one funder is also a problem. Organisations go back again and again to a donor that once helped them. There needs to be a commitment from donors or funders to build the capacity of organisations so that the legacy is not lost. Organisations must have the skills to continue long after the fund is gone and the funder must have the courage to look back and marvel at their “leave behind”.
- 7.3 **Administration and Record Keeping:** This area needs serious attention particularly with funders who support administration and projects financially. OJA has a policy of appointing and paying service providers directly. Supporting with infrastructure is also easy on follow up and trace transactions.