



In partnership with:



Distell Non-profit Sustainability Programme

Africa's leading producer of award-winning alcoholic brands is involved in a wide range of corporate social investment activities. Over the years, Distell has been providing financial and non-financial support to non-profit organisations. They recognized that there was need to build capacity and resilience amongst the social change organisations they supported, many of whom were beginning their journey towards a social enterprise model. Distell's CSI department took up the challenge to maximize the impact of their Non-Profit beneficiaries by investing in a Non-Profit Sustainability Programme. They partnered with Social Enterprise Academy to offer learning programmes and mentorship in the areas of leadership, measuring social impact, and social enterprise to enable twelve non-profits to become more financially sustainable, whilst increasing their social impact.



About the programme

The Distell Non-Profit Sustainability Programme was a 12-month capacity building programme designed for Distell's NPO grantees. The first phase of the programme was conducted in the form of a sustainability baseline assessment. Assisted by a facilitator from Social Enterprise Academy and an NPO sustainability expert. Each organisation had to rate itself across several variables focused on three key elements of sustainability (programmatic, financial and operational).

In phase two, a programme intervention was designed based on the most significant growth areas identified in the assessment results. This structured intervention consisted of three specific learning areas focused on NPO sustainability namely, Non-Profit Leadership, Income Generation for Non-Profits and Creating and Measuring Sustainable Impact. Participants from each NGO also had the opportunity to receive 1 on 1 coaching sessions on each module covered.

At the closing and review session, participants had the opportunity to reflect on the entire 12-month process, elicit feedback and identify their future needs. Part of this was a re-assessment of their current levels of sustainability using the sustainability questionnaire as a tool to compare responses to the baseline. In 2019 Social Enterprise Academy will work with Board members and senior leaders within the selected NPOs to further build their capacity in leading the change process from donor models towards alternative financing approaches. The programme will also focus on helping decision makers understand what is required to move towards NPO sustainability within their organisations. This will form part of phase three of the programme.

Read some of the case studies from members of some of the non-profit organisations that participated on the Distell Non-Profit Sustainability Programme.

“The days are over when CSI departments can throw money into a black hole to tick a box. If we can help NPOs to be more sustainable they will have more impact.”

**Nicole Solomons - Manager:
Sustainable Socio-Economic Development at Distell**



"I have used the Flow Canvas/business modelling tool to brainstorm potential social enterprise ideas which will be implemented at our Cape Town office."

MES

With Anelle Erasmus

Mould, Empower and Serve (MES) is a community-based Christian organisation that initiates and facilitates activities to empower people holistically, to live independent, sustainable and meaningful lives. The organisation has been 'changing the heart of the city' for the poor and destitute living in South Africa's cities since 1986. MES's work amongst the poor and destitute communities of the inner city focusses on prevention and intake, intervention and eventually a sustainable exit.



Background

Anelle Erasmus, the Fundraising and Marketing manager at MES was selected to attend the Distell Non-Profit sustainability programme. Anelle attended all three modules: Non-Profit Leadership, Income Generation for Non-Profits and Creating and Measuring Sustainable Impact. We sat down with Anelle to reflect on the impact this programme has had on her and the organisation.

Impact of Programme

CM: Please describe the impact the programme has had on you and your organisation?

Anelle Erasmus: When I first read through the overall programme handouts, I got very excited because there were a lot of things mentioned that we as an organization had always said we needed to get a clear grasp on especially the theory of change and income generation. We have tried a few projects and while some have succeeded, some had failed. Being on the programme gave us a chance to share and learn from other social changemakers and see where we are falling short.

The theory of change was something that I was especially interested in. I had always felt there were some missing elements that made it difficult to measure the social impact of our programmes. After attending the Measuring Social Impact session, we were able to map out our theory of change for each programme, clearly describing how and why desired change is expected to happen. For example, in our GROW job rehabilitation programme, beneficiaries offer office cleaning services to different organisations. Our desired change is to have all our clients employed by these companies. We expect this to happen through long term contracts which allow our clients to be gradually assimilated into the organisation once they have been rehabilitated.

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With this much clarity in our mission, I am more confident about how I measure the impact made in the lives of our beneficiaries. Since I now have a clear picture of what the end goal for each programme should be, I am certain this will lead to an increase in the social impact created by our organisation. We also asked Social Enterprise Academy to quote us on a learning programme on Measuring Social Impact for our Johannesburg office, to enable them to also think through what success looks like, how to get there and how to measure it.

CM: As a result of this learning programme, what are you now able to do better within the organisation to deliver the impact you seek to make?

Anelle Erasmus: Subsequent to this programme, I was able to facilitate a brainstorming session at our annual team retreat. Using the Flow Canvas/business modelling tool we were able to brainstorm three potential social enterprise ideas for the MES Cape Town office. We currently run the GROW job rehabilitation project which we felt could be extended to organisations as a paid service. Other income generation initiatives that we came up with were waste and recycling projects, where our beneficiaries could collect and sell waste to recycling companies. Overall, this programme has built my capacity in income generation, social impact measurement and leadership. I am now a better leader who understands how to combine social and economic value in what we do.

Value Created for the Organisation

- A clear theory of change that maps how and why MES creates change in the communities it operates.
- Specific social impact indicators for MES to use to measure their impact.
- Development of value proposition for paying customers.



"I have already started using the "Empathy Walk" exercise within my role. This has helped me to connect better with my team and address tensions compassionately and positively."

Anele Nyembezi

Amy Foundation With Michelle Bagley, Anele Nyembezi and Farai Mahaso

The Amy Foundation is a non-profit organisation that offers after-school programmes to develop and empower youth living in challenging and vulnerable communities within the Western Cape. By focusing on creativity, the Amy Foundation aims to make learning enjoyable while also fostering the drive for academic success. Their after-school programmes supplement the shortcomings of the educational system in the townships. They currently reach over 2000 students every day through 5 after-school centres located in Gugulethu, Philippi, Bonteheuwel and Khayelitsha.

Background

Michelle Bagley, Anele Nyembezi and Farai Mahaso were selected to attend the Distell Non-Profit sustainability programme. Michelle Bagley is the PR, Events and Fundraising Manager. She attended the Income Generation for Non-Profits module. Anele Nyembezi, the Youth Skills Development coordinator attended the Non-Profit Leadership module and Farai Mahaso, the Monitoring & Evaluation Specialist attended the Measuring Sustainable Impact module. We sat down with them to reflect on the impact this programme has had on them and the organisation.

Impact of Programme

CM: Please describe the impact the programme has had on you and your organisation?

Michelle Bagley: I attended the Income Generation for Non-Profits module. What made the greatest impact was connecting with likeminded people from the same community of practice, learning what their pitfalls and challenges have been and how they succeeded. It was encouraging to know that we are not the only ones in this realm trying to find our feet. I know that in this environment we have to diversify our income streams if we are to remain financially sustainable, but I had been grappling to find better ways of generating income for our organisation. As a result of this programme, I have identified some income generating activities that our organisation could start with. I think the Amy Foundation cultural tour, the handmade crafts made by our learners and our beauty and wellness spa can all be offered to paying customers.



CHANGING LIVES
Formerly Amy Biehl Foundation

Amy Foundation With Michelle Bagley, Anele Nyembezi and Farai Mahaso

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Anele Nyembezi: I attended the Non-Profit Leadership module. The learning programme and mentoring sessions provided were really transformational. I grew quite significantly in self-awareness, confidence and communication. I have already started using the “Empathy Walk” exercise within my role. This has helped me to connect better with my team and address tensions compassionately and positively. It has made me to appreciate my colleagues more, knowing that we are all working to achieve the same mission.

Farai Mahaso: The Measuring Social Impact module made me realise that measuring social impact can revolutionise our organisation, to better serve more individuals and increase our overall impact. It forced me to go back to the drawing board and ask myself pertinent questions like; Are we meeting our mandate? Can I quantify the impact achieved as a result of our work? How can we increase our overall impact? I got my answers when I got the opportunity to map out a more comprehensive theory of change for our organisation. I have now established clearer pathways to impact and recognised there are some elements we need to add to our offering to ensure real change is happening. For me, I now have a clear picture of what success looks like, how to get there and how to measure it.

CM: As a result of this learning programme, what are you now able to do better within the organisation to deliver the impact you seek to make?

Michelle Bagley: As a result of this learning programme, I now know how to build social value into our business model and what challenges come with transitioning from a traditional NGO model to a social enterprise. I am now able to lead the change process involved with offering value to a paying customer. I have come up with some clear ideas on how we can solidify our potential income generating activities, which I have previously alluded to. I will be sharing these ideas with my colleagues at our next strategic meeting.

“I have used some of the impact assessments tools suggested during the learning programme and I must say the results have been eye-opening.”

Farai Mahaso

Amy Foundation

With Michelle Bagley, Anele Nyembezi and Farai Mahaso

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Anele Nyembezi: I have developed my own approach to working with others that helps achieve the social change we are aiming for. I am now able to engage in difficult conversations, provide constructive feedback and confidently negotiate and influence my team members to always strive towards making the learning experience enjoyable for our all the children who attend our after-school programmes. I have already started seeing an increase in positive energy amongst my colleagues as a result and this has also trickled down to our learners. I am so excited about the change that has happened to me and my organisation because of this programme.

Farai Mahaso: I am now able to evaluate whether we are meeting our mandate and quantify the impact achieved as a result of our work. I have used some of the impact assessments tools suggested during the learning programme and I must say the results have been eye-opening. Most of our after-school programmes are achieving the intended impact with the majority of students enrolled now finding learning to be more enjoyable. However, we also still need to add a few elements into our programmes to ensure that real change is happening.

Value Created for the Organisation

- Stronger leadership to drive the organisation's social change mission.
- Increased problem-solving skills within the organisation.
- Implementation of social impact measurement system.
- Clear ideas on solidifying business plans.
- Development of value proposition for paying customers.

"I have come up with some clear ideas on how we can solidify our potential income generating activities... I will be sharing with my colleagues at our next strategic meeting."

Michelle Bagley





FASfacts

With Sudene Jeftha

FASfacts is a non-profit organization established in 2002 which educates the public on the effects of alcohol consumption during pregnancy, as well as dealing with foetal alcohol syndrome (FAS). Its approach is one of prevention through education. The organisation makes use of experiential learning to convey the FAS message in local communities throughout South Africa. The primary objective of the programmes and projects implemented by FASfacts is to decrease alcohol consumption during pregnancy as this decreases the rate of children born with foetal alcohol syndrome.



Background

Sudene Jeftha, Programme Co-ordinator at FASfacts was selected to attend the Distell Non-Profit sustainability programme. Sudene attended all three modules which covered: Non-Profit Leadership, Income Generation for Non-Profits and Creating and Measuring Sustainable Impact. We sat down with her to reflect on the impact this programme has had on her and the organisation.

Impact of Programme

CM: Please describe the impact the programme has had on you and your organisation?

Sudene Jeftha: What stood out for me was the Non-Profit Leadership module where I had the opportunity to reflect on myself as well as my leadership role. This programme created the space for me to stand back and actually ask myself "Where am I as a leader? Where do I see myself 5 years' from now in my role? It helped me see how to grow myself, my team and my organisation as a leader within a for-purpose organisation. I have come to understand the overarching ideas of leadership and how they can relate to my work and life. As a social change leader, this programme truly transformed my leadership practice. It enabled me to reflect on myself and hone my skills in order to get the most from my team.

It was very interesting to learn that very few programmes have an effective tool for measuring impact to categorically prove that they are meeting their mandates. Finding an effective way to measure the impact of our work has always been a challenge for our organisation. The module on Measuring Sustainable Impact, helped our organisation to understand the importance of measuring social impact and how to demonstrate this through different frameworks and processes. We have currently partnered with Rhodes University to help us measure the impact of our programmes in East London. We are hoping to also replicate this exercise with all our programmes in the Western Cape.

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CM: As a result of this learning programme, what are you now able to do better within the organisation to deliver the impact you seek to make?

Sudene Jeftha: Having been on this programme, I now have the ability to evaluate my role and effectively address the challenges and opportunities that lie within my role. I was never an active listener, but subsequent to this programme I have gone and worked on my listening skills. I am now consciously taking time to concentrate and focus on people while they talk without interrupting them. This exercise has helped my team members to dig deeper and find their own solutions to challenges. It has brought about a new level of confidence and stronger problem-solving abilities within my team.

Value Created for the Organisation

- Stronger leadership to drive the organisation's social change mission.
- Increased problem-solving skills within the organisation.
- Implementation of social impact measurement system.

"It has given me time to self-reflect and provided me with more clarity around the changes I need to make, and how to start doing that....I was never an active listener, but subsequent to this programme I have gone and worked on my listening skills."

Sudene Jeftha



“I feel that this learning programme has brought to the forefront my strengths and weaknesses. It has also helped me see how I can improve and manage them” **Moses Piet**

Chrysalis Academy With Moses Piet and Wilhelm De Jongh

Chrysalis Academy was established in 2000 in response to the high crime rate in the Western Cape, often attributed to substance abuse and an active gang culture. Its vision is to be the leading academy for youth development in South Africa. Chrysalis adopts a holistic approach to human development and their structured programme guides youth through journeys at spiritual, emotional, mental, physical and energetic levels in order to access the power within and release their deep-seated inner potential.

Background

Moses Piet, Training Operations Manager at Chrysalis Academy was selected to attend the Distell Non-Profit sustainability programme. Moses attended the Non-Profit Leadership module. Wilhelm De Jongh, who is the Head of Department: Admin and Finance at Chrysalis Academy attended the Income Generation for Non-Profits module. We sat down with them to reflect on the impact this programme has had on them and the organisation.

Impact of Programme

CM: Please describe the impact the programme has had on you and your organisation?

Moses Piet: The leadership programme could not have come at a better time. My leadership journey received a major boost and credit should be given to the awesome programme facilitation. The experience was not just a great learning curve, but it also emphasized the importance of good leadership in an organisation. My perceptions around self-leadership have been positively influenced and have been filled with many aha moments. I have already made a few changes to my general team approach such as becoming more reflective and more aware of ways to nurture positive relationships between me and my team. This has helped me become more engaged with my peers. I am now always looking out for opportunities to build a positive relationship with my colleagues. I have noticed a shift in the group's team spirit and renewed unity of purpose.

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Wilhelm De Jongh: Whilst government funding has been reliable, it is also by far the largest single source of income for our organisation. The Income Generation for Non-Profits programme helped me to relook at our organisation's current level of financial sustainability in a way that also considers the importance of social impact. I have come to appreciate that sourcing other reliable income streams has to be a priority if we want our organisation to continue achieving our social mandate sustainably. We are currently, considering several income generating projects to embark on including, hiring out our facilities for camps, team-building courses, sports and special events. I am confident that our organisation has gained the necessary tools to combine social and economic value creation in our offering.

CM: As a result of this learning programme, what are you now able to do better within the organisation to deliver the impact you seek to make?

Moses Piet: I have developed a personal plan for my role which builds on my natural strengths. I feel that my team management skills have significantly improved, having been on this programme. I am now able to plan better, delegate and motivate my team more. I have come to understand the importance of my leadership role at Chrysalis Academy and the impact it has in bringing about positive change in our country's youth.

Wilhelm De Jongh: I must say I have certainly become more confident in my role after attending the Income Generation for Non-Profits module. I have always had many project ideas which I felt we could implement but, I always shelved them thinking they needed to be bigger or better. Having been on the programme, I have now been able to share ideas with my team understanding that you do not need to "over plan" or "over design" an income generation project. Using the Design Thinking principles, I explored some income-generation opportunities which were based on our organisation's strengths and assets. I am looking forward to the positive change these project opportunities are going to bring for our organisation after they have been successfully implemented.

Value Created for the Organisation

- Stronger leadership to drive the organisation's social change mission.
- Increased individual motivation.
- Clear ideas on solidifying business plans.
- Development of value proposition for paying customers.

"Using the Design Thinking principles, I explored some income-generation opportunities which are based on our organisation's strengths and assets. I am looking forward to the positive change these project opportunities are going to bring for our organisation." **Wilhelm De Jongh**



Bergzicht Training With Adrian Bezuidenhout

Bergzicht Training has a proud 25-year history in adult education. More than 10 000 people have been trained by Bergzicht with over 75% of these having subsequently secured employment through its placement bureau. The organisation adopts a community-centred approach with a focus on the needs of women and youth. It takes pride in the development, delivery and assessment of its learning programmes with holistic and sustainable human development being key principles.



Background

Adrian Bezuidenhout, Training Manager at Bergzicht Training was selected to attend the Distell Non-Profit sustainability programme. Adrian attended all three modules which covered: Non-Profit Leadership, Income Generation for Non-Profits and Creating and Measuring Sustainable Impact. We sat down with him to reflect on the impact this programme has had on him and the organisation.

Impact of Programme

CM: Please describe the impact the programme has had on you and your organisation?

Adrian Bezuidenhout: This programme helped to enhance my leadership skills. One aspect which made particular impact on me was an opportunity to acknowledge personal strengths and areas for development. The programme helped to highlight some areas that I am strong in and some that I am not. Sometimes I found it difficult to delegate responsibilities to my colleagues with the fear that maybe tasks would not be completed according to the required standard. Subsequent to the leadership programme, I have now been consciously looking for opportunities where I can nurture my team's leadership skills. This has meant believing more in my colleagues and delegating more effectively. As a result, we have managed to get more work done in a short space of time. We are serving more individuals, even with our limited resources.

As an organisation, we had always been aware that we needed a strong and reliable tool for measuring our social impact. While on programme, we found some tools to help how we could improve our theory of change. We shifted our thinking strongly towards looking at outcomes rather than purely outputs, as this is the type of thinking that makes real change possible. With help from another organisation, we have been able to develop a tailored system to measure the impact of our work in the community.

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CM: As a result of this learning programme, what are you now able to do better within the organisation to deliver the impact you seek to make?

Adrian Bezuidenhout: In an NGO environment, sometimes people feel burnt out and exhausted because limited resources always have to be stretched to achieve more. As a result, I was not always willing to delegate some of my tasks as I felt I would be putting on another load onto my colleagues. However, having been on the programme I am now able to confidently delegate to my team members. I have seen the benefits of delegation with my team as it has increased the group's team spirit as well as individual motivation.

Value Created for the Organisation

- Increased individual motivation.
- Increased leadership skills within the organisation.
- Implementation of social impact measurement system.

"I am more confident in my engagement with other staff-members. I am taking on board their feelings, thinking through my actions, and delegating more to my team members."

Adrian Bezuidenhout



SOCIAL ENTERPRISE ACADEMY

HOW TO GET INVOLVED:

If you'd like more information on how your organisation can get involved with a programme like this, please be in touch;

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“I challenge all CSI departments to invest in building the capacity of their beneficiaries. Poverty is increasing in South Africa and we have to take full responsibility to make every single impact effort count.”

Nicole Solomons - Manager: Sustainable Socio-Economic Development at Distell



SEA_SouthAfrica



SEASouthAfrica



Social Enterprise Academy

LEARNING TO CHANGE THE WORLD