African Sustainability Academy
Non-Profit and Social Enterprise
Course Prospectus
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OVERVIEW

The importance of skills development in companies, social enterprises and small, medium and micro enterprises (SMMEs) cannot be emphasised enough. As employees transition through various phases of their career, their roles and responsibilities change continuously, with higher expected outputs, the need for broadened knowledge and an increased need for leadership development. The courses listed below are designed to upskill employees (from junior to senior management staff and board members); enabling them to perform more effectively and efficiently in the workplace and advancing them in their career paths. Courses are typically presented in a one day contact session, except for the Mini-MBA, which is run over 3 days. Courses can also be customized, according to the organisation’s needs.

GOALS

- To provide continuous skills development opportunities for staff
- To bridge the “gap” between technical expertise and management responsibilities
- To improve organizational and efficiency and output through upskilling staff
- To acknowledge potential in staff through empowerment

TARGET AUDIENCE

Typical attendees would include:

- CEOs, Directors, board members
- Fund, business development, HR, finance, marketing and communications, community development managers
- Junior managers and support staff where appropriate
- Community champions / Staff earmarked for promotion

TRAINING METHODOLOGY

All courses are taught in an interactive manner, with lectures, practical examples, case studies, software demonstrations, shared participant experiences, and practice sessions. There will be group work as well as individual exercises and everyone will get an opportunity to participate.
1. **Audit preparation / Internal audit function**

This course is aimed at the financial departments, on a regional or branch level, to help them prepare for the audit / establish an internal audit function. It can be customized for the specific target group.

- Background to Audit vs Internal Auditing
- Internal controls
- Risk management
  - Financial and strategic risk
  - Legal / Regulatory risk
  - Credit risk
  - Market risk
  - Operations risk
  - Reputational risk
  - Fraud risk
- Governance & compliance
- Risk assessment and monitoring tools
- Determine audit scope & objectives
- Risk environment of the company
- Participating with management
- Basic audit skills & process
- Reporting

2. **Budgeting and Cost Control**

All business decision making involves analysing situations and assessing alternatives, risks and benefits. This programme offers an opportunity to acquire and then deploy new skills and ideas to achieve improved financial operations and strategies. The knowledge acquired will enhance the budget process and control processes through a variety of strategies and techniques that will provide new insights to how financial performance can be enhanced.

**The need for Financial Control in business**

- Understanding accounting principles and methods
- Management accounting versus financial accounting
- The relationship between business management and financial management
- How budgeting fits into the bigger picture
- How cost management improves an organization’s financial position
- Key aspects of managing working capital
- Understanding cost structure and behaviour
- Costs as a relationship to outputs – cost/volume/price relationship
- The concept of contribution margin
- Break-even analysis for planning and control
- Cost allocation and apportionment / Benefit-cost analysis
Capital Budgeting and Investment Appraisal

- The time value of money
- Understanding Appraisal Techniques – Net Present Value (NPV), Internal Rate of Return (IRR) and Payback period
- The use of Sensitivity analysis in evaluating projects
- Strategic considerations in assessing capital projects
- Creating an effective Capital Budgeting framework

Full Costing, Marginal Costing and Activity Based Costing

- Comparing full and marginal costing
- Direct and indirect costs in budgeting for decision making
- Role of costs in pricing strategies
- Activity Based Costing (ABC)
- Managing cost control

Budget Construction and Control

- Nature and purpose of budgets for planning and control
- Types of budgets and budgeting
- Creating Key Performance Indicators for financial and non-financial performance
- Building a budget / Budgetary control and variance analysis
- Budgeting for non-financial measures -introducing the Balanced Scorecard

3. Community Development

This course promotes a shift from historical philanthropy/donor-led community development to citizen-led community development, enabling communities to map out and leverages the resources that exist in their communities.

Course Objectives:

- To gain a broad understanding of the Asset-Based Citizen-led Development (ABCD) approach
- To understand the principles of ABCD
- To learn how to use the basic ABCD tools for mapping assets in communities
- To learn from successful case studies
- To network and share lessons with other organisations

4. Economics for Managers

This is a “stand alone” one day seminar, but could also be combined with “Financial Management”, either as a high level introduction or a “back-to-back in depth seminar”.

- Economic systems and fallacies
- Supply and demand theory and price elasticity
- Macro-economic objectives (the analysis of the economy as a whole)
5. Ethics and Governance
Whilst most corporate strategy is focused on innovation and execution, it counts for little if it is not ethically sound on the one hand and compliant amidst a complicated regulatory environment on the other. This course provides managers with an awareness of the critical governance issues and aim to develop an ethical mind frame.

- Regulatory environment
- Responsibility and accountability of directors / senior personnel
- Audit and financial reporting compliance
- Whistleblowing (risks, protection & procedures)
- King III / IV and good corporate citizenship
- Introduction to ethical reasoning
- Moral intelligence & ethical reasoning in the workplace

6. Financial Management
This course provides a solid overview of financial management systems and structures that are essential for NGOs, SMMEs and businesses.

Course Objectives:
- Understanding the legal & tax structures / learning from audits – what do auditors want to see and what does the law require.
- Understanding how to preserve financial integrity through governance, integrity and accountability;
- Understanding internal controls and reporting / Understanding how to write reports
- Income generating projects – institutional, tax and other factors to consider when generating income

7. Internal Controls and Risk Management
This course is designed for junior & senior managers in all departments (e.g. financial, procurement, manufacturing, administration etc.), as the principles of internal controls impact the organisation at all levels. It will be customized according to the specific target audience.

- Basic concepts of and why have internal controls
● Internal control objectives
● What are control activities
● Risk assessment
● Limitations on and implementation of internal controls
● Evaluation and improvement of controls
● Case studies

8. **Media, Marketing, PR and Communications**

This course is designed for NGOs, SMMEs and businesses that aim to establish or refresh their branding/marketing/PR and communications strategies.

**Workshop Objectives**

- To gain a broad understanding of communication, media and marketing
- To understand the principles of successful media and marketing campaigns
- To gain a better understanding of branding
- To identify available media resources
- To learn from successful case studies

9. **Mini-MBA (3 days)**

Many NGOs, SMMEs and staff members within medium to larger size companies do not have adequate knowledge about business strategy, execution, management, governance and other important topics related to business administration. This course aims to develop staff who desire increase their knowledge and skills in the following areas:

**Day 1: Business Strategy**

- Levels of Strategy: functional, business, corporate
- Industry Analysis (5 forces/ Swot)
- Market Analysis (BCG / Mckinsey)
- Balanced Scorecard
- Business Model Design / Ansoff Matrix
- Innovative strategies
- Fortune at the "bottom of the pyramid"
- Blue Ocean / Zero to One / Lean Startup

**Day 2: Execution**

- Disciplines of Execution
- Traction

**Operations Management**

- Supply Chain Management
- Enterprise Resource Planning
- Project management
In Association With

10. Monitoring, Evaluation and Reporting

Increasingly, donors and corporates are choosing to partner with NGOs that can demonstrate impact. Furthermore, donors expect feedback on project processes and progress in order to monitor and evaluate successes, failures and lessons learned. In order to measure impact, monitoring, evaluation and reporting (MER) strategies need to be in place. Many NGOs struggle to understand how to effectively monitor project and programme processes, how to develop indicators to measure results and how to report on outputs, outcomes and impact to donors. For these reasons, this workshop sets out to achieve the following:

Course Objectives:

- To understand the value of MER in the NGO environment
- To define common MER terms (outputs, outcomes, impact, domains, indicators, etc.)
- To understand how to collect and evaluate data
- To understand monitoring and evaluation tools and techniques
- To establish an MER strategy that can measure organisational sustainability in NGOs
- To understand how to use data and M&E tools to write effective reports
11. People Management and Team Development

Personal development, people management and team development are often overlooked as vital parts of any organisation's growth, especially when key individuals have to take responsibility on a day-to-day basis for making strategic decisions that affect the wellbeing, advancement and reputation of the organisation as a whole. Examining personality profiles, leadership, high performance teams and performance management will help organisations to achieve their strategic objectives in the long term. Therefore, this workshop sets out to achieve the following:

Course Objectives

- Understanding one's personality type and how this fits into team dynamics
- Understanding core strengths of team members and how to develop a culture of collaboration in teams and organisations
- Appreciating different styles of leadership and the role they have to play in your organisation
- Developing and managing a high performance team by addressing on-boarding, communication and conflict
- How to measure performance and create a cadence of accountability

12. Personal Business Skills

This course is focussed on Personal Business Skills i.e. communication skills, be it through report writing or presentations and Time Management.

- Overview on communication essentials
  - Spoken word vs body language vs written word
  - Communication signals
  - Interpersonal Skills and Emotional Intelligence
- Writing Essentials:
  - Types and purposes of reports/ understanding the target market
  - Report layout/ content and priorities
  - Finalisation/ creating traction on reports
- Presentation Essentials:
  - Critical content
  - Presentation skills
  - Reading the audience
  - Engaging the audience
- Time Management
- Stress Management
13. Policies and Procedures

Many NGOs, SMMEs and social enterprises take the view that policies and procedures are merely stagnant reference documents. However, without proper policies and procedures in place, these organisations put themselves at risk. Well-written policies and procedures allow employees to clearly understand their roles and responsibilities within predefined limits. They also allow management to guide operations without constant management interventions. This course aim to achieve the following:

**Course Objectives:**
- To understand the need to formulate company policies
- To understand why the enforcement of policies is crucial for corporate sustainability
- To learn about the relevant legislation
- To examine how employee awareness and understanding of policies can be raised
- To provide examples of how successful policy implementation can benefit the organisation
- To provide delegates with policy templates that can be adapted to function as organisational policies
- To formulate specific policies for participant organisations
- To develop an employee manual with relevant policies

14. Project Management

This program provides comprehensive coverage of relevant project management methodologies in line with current industry standards and best practices, with a particular emphasis on practical hands-on project management tools. The course will look at the importance of knowing your outcome before you start a project; the role of planning and how to manage the Planning Process; management of people and their skills in delivering of projects; how to keep the team focused on the delivery goal and how to set up and operate disciplines required to monitor and control projects.

**Course Objectives:**
- Identify and co-ordinate project stakeholder roles, needs and expectations
- Identify, describe and analyse project needs, expectations, constraints, assumptions and deliverables
- Prepare and produce tools and techniques for planning project activities (including log frames and Gantt charts)
- Monitor the achievement of project processes
- To learn how to close projects
- To understand possible solutions to project management problems
- To learn about online project management tools
15. Resource Mobilisation, Fundraising and Proposal Writing

NGOs have a critical role to play in providing a variety of necessary services in Africa. However, NGOs are often reliant on donor funding, from a limited number of donors, and their capacity to plan and implement resource mobilisation strategies is often inadequate. Furthermore, changes in donor imperatives, international trends and restrictive corporate strategies pose increasing challenges for NGO sustainability. In response to these challenges, the Sustainable Development Network (SDN) runs resource mobilisation, proposal writing and other capacity building workshops for NGOs in Africa.

Course Objectives:
- To gain a broad understanding of how to mobilise resources
- To understand the principles of successful proposal writing
- To understand how to respond to calls for proposals
- To understand the Do’s and Don’ts in responding to funders
- To understand BEE compliance for NGOs
- To understand how to leverage networks and partnerships

16. Social Enterprise Development

African NGOs are providing necessary services for communities and beneficiaries across the nation. However, national and international funding streams are becoming more difficult to access, and NGOs are increasingly looking for ways to maintain sustainable services long term, without being donor dependent. Organisational sustainability is becoming a core focus for SA NGOs. Sustainability strategies for NGOs include diversifying income streams to become less donor dependent. These strategies can include steps towards becoming a social enterprise, which can enable NGOs to operate more independently.

Course Objectives:
- To define social innovation, social business, social enterprise and social entrepreneurship
- To understand hybrid organizations/NGOs through case studies
- To provide recommendations on financial support systems for SE start-ups and expansion
- To engage partners in exploring on-going processes which will promote long-term organizational sustainability
- To define impact investing and explore impact investing case studies

17. Social Media

Given the need for NGOs to have ongoing support, and the need for SMMEs to build their client base, and brand, it is important that media campaigns include the use of social media platforms that can portray their message clearly and visually. Social media platforms are highly effective with creating
18. Storytelling
Many NGO, SMME and private sector staff members are so busy with day to day activities they often forget to record their stories, case studies and experiences for donors, for use in promotional materials, awareness campaigns and even for the purpose of reminding staff of their own accomplishments and successes. Stories are also a powerful way to share knowledge, change behaviour and inspire communities. Therefore, this workshop sets out to achieve the following.

Course Objectives:
- To understand the power of storytelling to improve your brand / to understand how to collect information for stories
- To understand the different methods of storytelling
- To understand how to train staff and team to look for and collect and share company stories
- To understand how to use stories for reports, social media, awareness campaign etc.

19. Volunteer Management
For organisations that utilise volunteers, exploring factors that influence the recruitment and retention is valuable in order to develop context-specific guidelines for efficient, time and cost-effective recruitment and retention strategies. This workshop aims to achieve the following:

Course Objectives
- Identify factors that contribute to a volunteer-organisation fit including the organisational support that is required to sustain volunteer participation.
- Understand volunteer motives and expectations and how to align these to organisational goals and objectives.
- Develop an effective context specific recruitment and retention strategy by applying the MECS volunteer management model.
BIOGRAPHIES OF PRESENTERS

Laura Bergh: is an independent professional in Sustainability leadership and research with a Master’s degree from Cambridge. Laura worked in the large corporate and consulting governance arena for 20 years before changing careers and joining the social economy. She has a very strong interest in enabling and catalysing sustainability-driven entrepreneurs and is currently assisting a number of social enterprises and non-profit organisations in Africa. Laura’s work on customising and localising the Poverty Stoplight approach for an African context has led her to form the Poverty Stoplight Office (SA) where the objective is to assist in improving the impact and success rates of organisations delivering social impacts through poverty-related programmes, enterprise development initiatives and up-liftment and empowerment community-based projects. This approach is also used by corporates and business in assessing the poverty status of their blue-collar workers and prioritising focus areas for engagement.

Varkey George: has experience in rural and urban Africa, having set up various job creation projects and transforming non-profits from total dependence to greater financial independence, in various parts of the country. He has held CEO positions at SHAWCO and Wits Rural Facially of the University of Witwatersrand. In 2012, he established a consulting company called MIGS (Multiple Income Generating Strategy) model of income generation for NPOs. He assists NPOs and other organisations to think and act innovatively to solve social issues, facilitates strategic planning sessions, planning, evaluation and reporting. He also lectures on social entrepreneurship in France and the UK and recently developed the curriculum for social innovation at the USB-ed.

Bianca Joseph: holds a PhD in Educational Psychology from the University of Stellenbosch. Her doctoral thesis focused on recruitment and retention of volunteers. She has over 15 years’ experience in the volunteer sector and has been involved in numerous community volunteer programmes both as a volunteer and volunteer manager. She has been involved in international volunteer programmes including countries like Peru, Mozambique, Lesotho (Semonkong Hospital Project), Namibia, and Zambia.

Matthew Kruger: Matthew Kruger is a consulting specialist in leadership development strategy that has over 15 years’ experience, working on leadership development with well-known organisations such as the IEC, Lesedi FM, the University of the Free State and several others. He disposes over a wealth of practical, creative and strategic experience and is passionate about leadership development and helping organisations in reaching their full potential.

Elma Pollard: is the Editor of the Green Times, an online environmental journal with over 5 million readers. She is also an accredited assessor and trainer. She presents on radio weekly, and focuses on inspiring change through creative solutions and embracing personal accountability and responsibility. As a qualified life and business coach and counsellor with 23 years in journalism, she uses her people skills and passion to build motivation and hope.
**Daniel Steenkamp:** holds an MBA in business strategy from the University of Stellenbosch, and he is also a Chartered Accountant and registered auditor. He is a member of the South African Institute of Chartered Accountants (CA (SA), the Institute of Chartered Accountants in England and Wales (ICAEW) and the Independent Regulatory Board of Auditors (IRBA). He acts as independent auditor to a broad scope of NPO’s in Africa. He is particularly passionate about development in Africa. He consults NPO’s all over Africa with regards to Financial Integrity and Sustainability and serves as Trustee and Non-Executive director on various NPO’s.

**Lisa Thompson Smeddle:** is the Founder/Director of the RSA (NPC #K2011/122880/08) and USA (501c3 #3388896) registered non-profit: the Sustainable Development Network. She has a Master’s and Honours degrees in Sustainable Development (Stellenbosch University), and an honours degree in social sciences from Chapman University. She has 28 years’ experience in the NGO sector in Africa. She has managed programmes for the UNDP, DANIDA, Cordaid, the Sustainability Institute; Stellenbosch University; the SA National Department of Human Settlements, SA provincial and local government authorities, WWF, the Hanns Seidel Foundation, the University of California Berkeley, Peace Parks Foundation and more. She was also the sustainability advisor to Family Health International, an Umbrella Grants Mechanism managing a $93 million USAID PEPFAR grant.

**Anne Timms:** has 30 years’ experience in Community Development, Job Creation, Project Management, Strategic Planning, Business Management, Financial Planning, Administration, Human Resources, Marketing, Operational Planning, Skills Development, Facilitation, Mentoring and Coaching.

**Janine Ward:** is a qualified Social Worker and 31 years’ experience in asset-based participatory community development, capacity building, small business development, income generation, HIV & AIDS education, project management and fundraising. She had 12 years’ experience working in rural Swaziland, developing sustainable community capacity-building programmes. She is also a registered Trainer in Asset-based Citizen-led Development (ABCD), the Micro MBA, CABSAs’s Channels of Hope HIV Facilitation and Poverty Stoplight.