

Rural Development Support Program



strengthening rural communities since 1992

ORGANIZATIONAL PROFILE 2019



**Rural Development
Support Program**

010-190 NPO

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VISION & MISSION STATEMENT

Our vision is one of thriving rural communities living with dignity, where Community Based Organisations are recognised agents for positive change and social upliftment; communities where human rights are protected and gender equality is celebrated.

Our mission is to continue to strengthen these rural organisations in South Africa through delivery of relevant and useful capacity building, training and mentoring services and organizational development programmes that respond to communities' needs.

We believe that community systems should be community-led structures and mechanisms. Furthermore, that these must be used by communities so that their members and CBOs interact in order to coordinate and deliver necessary responses to the challenges and needs affecting their communities.

WHO ARE WE?

RDSP is a registered Non-Profit Organisation and Public Benefit Organisation based in Cape Town, South Africa, with a satellite office in Bhisho in the Eastern Cape. Established in 1992, RDSP has a highly qualified, experienced, resilient and committed female staff compliment and an operational model that is lean and efficient.

RDSP is made up of a small group of experienced, like-minded professional subject matter experts who work well together and whose light and flexible overheads enable them to reach and

work in any part of Southern Africa. We are supported by a highly skilled management board and close colleague non-profit organisations

As an associate body of the Southern African Catholic Bishops' Conference, we also act as coordinating secretary for the Department of Social Action.

WHAT DO WE DO?

RDSP is one of the few experienced NGOs working directly with rural communities in a capacity building context. As specialists in the fields of GBV, family violence, substance abuse and organisational development, we assist rural CBOs with their development in these areas.

Our work is delivered as grant-funded development projects in response to community needs (development work), or as paid-for professional services (consulting work).

Our core business is organizational development and capacity building through intensive training and mentoring of Community Based Organisations. We have a special interest in the cross-cutting issues of gender-based violence and substance abuse and our work supports women in particular, to combat and cope with these interlinked social issues.

Primary activities take the form of practical and theoretical training workshops focused on skills and knowledge transference, followed by a series of mentoring support visits. Through adopting an action-learning approach, our biggest learnt experience from

working with grass-roots community organisations is that sustainable change is most likely when it comes from within the community itself.

Our capacity building focuses on the general skills of community development, leadership, management, strategic thinking and planning, financial accountability, advocacy and raising resources.

Our area of expertise covers focuses on four core areas, namely:

- Capacity Building and Organisational Development of CBO
- Prevention of Gender Based Violence
- Prevention of Substance Abuse
- Youth & Youth Worker Leadership Development.

Our **development work** is made possible with grant funding from local and international donor agencies. Beneficiaries receive this training and mentoring at no cost to themselves.

Our **consulting services** are offered to NGOs, donors, government departments, and any other structures operating in the development sector and the private sector, and includes all of our programmes and services offered to communities and CBOs.

We also provide monitoring and evaluation, strategic planning, training manual development and advice on issues of organisational sustainability.

A comprehensive list of our training modules can be found on the last page of this document.

HOW DO WE FACILITATE CHANGE?

All our work is underpinned by our shared values of Integrity, Empathy, Charity and Participation.

There is an organic sense of ownership, independence and self-reliance that develops in this instance that enables CBOs to become leading agents of change in their communities. For this reason our work is designed to respond to the cross-cutting needs of these rural communities, and is aimed at promoting and fostering organizational independence and ownership.

Our model of community-based intervention is inclusive, participative and uses an approach of appreciative enquiry. Our programme activities also align with evidence-based best practices in community development. In fact, our use of these methodologies and practices predate many of these aforementioned publications, and some have been the subject of a research report by Prof Wim Roestenburg.

We take a systematic approach to community systems strengthening (CSS) as a way to help CBOs prioritise their activities, develop strategies to secure adequate and sustainable funding (including core funding), and the building of capacity in order to ensure organisational stability. To this end we ensure that monitoring and evaluations (M&E) systems are in place, for CBOs to implement and measure their own impact.

We train local organisations to establish community support groups for their beneficiaries, offering psycho-social support to

those affected by violence and substance abuse. This approach is recognised as a viable alternative to formal rehabilitation and support services, which are scarce in these areas. Although each community support group may be differently structured, based on local community needs and preferences, they function in accordance with social support definitions, such as:

- Acting as a buffer between stressful life events and symptoms.
- A place for the exchange of resources between at least two individuals.
- Enhancing the well-being of the recipient.
- Empowerment of the recipient.

Training modules are covered either through individual workshops or training courses combining more than one topic. Workshops and courses are adapted to meet the specific needs of each group. Additional materials are developed as required, and all workshop materials are updated regularly. Training modules fall into two main categories – those that focus on skills development required for organisations to operate optimally as a non-profit entity for the benefit of their stakeholders, and those related to our key focus areas.

Our current capacity allows us to run between 45 and 65 processes per year, either training modules or onsite visits, with 1200 direct beneficiaries. Since 1992 RDSP has worked with over 1000 organisations, and we're pleased with our achievements to date, which include:

- Pioneering a combination of training modules in organisational skills (written and published by RDSP) and onsite mentoring

- Facilitating the formation of volunteer-managed Community Support Groups to deliver psycho-social support to community members
- Securing a sponsored licence for training of Stephen Covey's 7 Habits of Highly Effective People, and the UK based Certificate in Community Leadership.
- Fostering personal development skills with community youth change agents using a model of wilderness therapy.
- Establishing a consultancy service for NGOs and donors as an alternative source of income generation.

WHERE DO WE WORK?

We work with all social development and community-based organisations, regardless of what sector they are in, or where they are located around South Africa. More recently this has included the rural areas of the Northern, Western and Eastern Cape Provinces.

Through our network of associates, subject experts and partner agencies of non-profits and development organisations, we have the capacity to work on a national basis and in neighbouring countries.

OUR TEAM

Our organisation is run by Brenda Snyders and Karen Taylor-Vermaak, who are jointly responsible for leadership and strategy. We are pioneering a Co-Director model, which is intrinsically feminist as roles are divided according to skills and experience

and responsibility jointly carried. In addition we have six permanent staff members and one associate staff member for overflow work.

- **Brenda Snyders**, Programmes & HR Director holds a Bachelor of Education, a Certificate in NPO Management and Substance Abuse from the University of Western Cape. She is an Accredited Trainer and Moderator with 15 years' experience in Community Development & Coordinating. Brenda beneficiary stakeholder liaison officer and manages all operational and facilitating staff, and is responsible for all project implementation.
- **Karen Taylor-Vermaak** is the Fundraising and Marketing Director of RDSP and holds a B.Proc law degree, a BA.Hons in Strategic Brand Communication and is a certified Project Management Professional (PMP®). She also holds a postgraduate diploma in Digital Marketing through the Digital Marketing Institute. Karen has 25 years' experience working in a project-driven environment and has been fundraising in the development sector since 2010.
- **Nosakhele Mpushe**, Training Facilitator, holds a National Diploma in Adult Basic Education and has 35 years training & facilitating experience in the development sector, particularly working with women and youth. Nosakhele hails from the Eastern Cape and her home language is isiXhosa.
- **Alet Ackermann**, training facilitator, is a long-time associate of RDSP and an Analytical Drug and Alcohol Counselor with 16 years' experience in the field. She holds a Bachelor of Social Work from UNISA and is a registered Social Worker with the South African Council for Social Service Professions (SACSSP). Alet has extensive experience as Drug and Alcohol Counselor and prevention training.
- **Mellisa Petersen**, Office Administrator, provides administrative and coordinating support and manages all the operational aspects of the organisation. Mellisa has worked with RDSP for nine years and is the glue that keeps us together.
- **Cecilia Kuhn**, RDSP Bookkeeper, is a Registered Bookkeeping Practitioner and has been with RDSP since the word go. Cecilia keeps us compliant, coordinates our independent audits and is responsible for all accounting and bookkeeping.

PARTNERS AND KEY STAKEHOLDERS

We are humbled and sincerely grateful to our donor partners and implementing stakeholders both present and past, who believe in our work and continue to champion and support us in our mission:

- Misereor
- Missio Aachen
- The Southern African Catholic Bishops Conference – Lenten Appeal
- The Italian Bishops Conference
- The Papal Foundation
- The National Lotteries Trust

CONTACT US

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TRAINING MODULES

ADMINISTRATION

Report Writing
Time Management
Developing & Maintaining Filing Systems
Basic Office Administration Systems

BASIC BUSINESS SKILLS

Business or Project
What is a small business venture
Basic Business Calculations
Steps in planning your small business venture
Marketing
Basic Business Functions
Business Plans

DEVELOPMENT SKILLS

Poverty & Development
Needs Assessments & Community Profiles
Communication & Group Skills
Conflict Resolution Skills

LEADERSHIP & MANAGEMENT

Leadership & Management Paradigms
Characteristics of Great Leadership & Good Management
The Difference between Leadership & Management
Delegation
Types of Power used by Leaders
Management Paradigms

FINANCIAL MANAGEMENT

Budgeting & Basic Bookkeeping
Financial Policies
Financial Management Tools & Systems

REPORT WRITING SKILLS

Effective Communication
Effective & Ineffective Reports
Planning Reports
Writing Reports

PROJECT PLANNING SKILLS

Basic & Advanced Planning Tools
Strategic Planning
Logical Framework

FUNDRAISING

Introduction to Fundraising
Community Fundraising
Raising Funds from Funding Agencies
Developing a Fundraising Strategy
Writing Funding Proposals
Sourcing donations-in-kind
Digital fundraising

MANAGEMENT POLICIES & SYSTEMS

Roles & Responsibilities of Management Committees
Problem Solving & Decision-Making Skills
Constitution
Staff Recruitment Policies
Employment Contracts
Job descriptions

Staff, Admin & Financial Policies

SUSTAINABILITY & IMPACT

What is Sustainability?
Improving an Organisation's Sustainability
Measuring & Monitoring Results & Impact
Sustainable Livelihoods Approach

MONITORING & EVALUATION

Exploring Monitoring & Impact
Intended & Unintended Impact
Why, when & how to assess Impact
Developing Indicators
Identifying Means of Verification
Monitoring Systems – The Report

PERSONAL FINANCIAL MANAGEMENT SKILLS

Sources of Income
Household Activities
Risk Protection & Loans
Personal Budgeting
Monitoring Tools
Effective Management of Finances

THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

Foundation of the 7 Habits
Habit 1: Be pro-active
Habit 2: Begin with the end in mind
Habit 3: Put first things first
Habit 4: Think win-win
Habit 5: Seek to understand &, then to be understood
Habit 6: Synergise
Habit 7: Sharpen the saw

CERTIFICATE IN COMMUNITY LEADERSHIP

Section A: Lead Yourself

Understanding Poverty Thinking
Poverty Mind-sets
Thinking like a Leader
Leadership Mind-sets
Developing the Heart and Character of a Leader
Finding my Story
Writing my Story

Section B: Lead Your Team

Introduction
Purpose of the Group
Values and Behaviours of the Group
Shared Vision
Strategy
Roles and Responsibilities
Processes
Support and Development

Section C: Lead Your Finances

What keeps us in Poverty?
What Is good and bad Financial Management?
What are your Dreams?
Changing your Thinking will Change your Life
We can do more Together than we can do on our own
Saving for Life
Personal Budgeting for the Future

Section D: Lead Your Project

What is The Why?
Where is Here?
Where is There?
What will I Focus On?
Who are my Partners?
What are the Steps from Here to There?

PUBLIC PARTICIPATION

Understanding Democracy & its Principles
Governance & Legislative Process
Advocacy & Lobbying
Understanding Local Government
Public Participation
Integrated Development & Local Economic Development Plan
Monitoring & Evaluation in Government

ORGANISATIONAL DEVELOPMENT & TRAINING SKILLS

Organisational Development Theory
How to Prepare & Facilitate Organisational Development Processes
Organisational Development, Training & Capacity Building
Facilitation Skills
Training Skills
Presentation Skills
Group work Methods

ORPHANS & VULNERABLE CHILDREN (OVCs)

Exploring Children's Rights & OVCs
Identification of Vulnerable Children in our Community
Sharing of our own Stories
Identifying Issues & Possible Solutions
Identification & Mobilisation of Resources

POSITIVE PARENTING SKILLS

Understanding children's behaviour
Understanding children's feelings
Building children's self-esteem
Assertiveness and engaging co-operation
Effective discipline
Problem-solving, values and family meetings

GENDER-BASED VIOLENCE

Gender sensitisation
Gender-based violence (GBV)
Gender-based violence & the workplace
Gender & our community
Personal commitment to gender equality
The effect of GBV on children
The link between HIV & GBV
Responding to GBV within a framework
Gender & our environment
Our response to GBV in our community



SUBSTANCE ABUSE

General Training Course on Substance Abuse and Dependency
Substance Abuse Support Group Formation training
Substance Abuse Information Talk Methodology training
POPPETS training