



## Overview & Business Plan

James  
**1:27** Trust



*Pure and lasting religion in the sight of God our Father means that we must care for orphans and widows in their troubles and refuse to let the world corrupt us. (James 1 vs 27 NLT)*

**James 1:27 Trust**

Trust registration no: 10446/04, PO no: 041353, PBO No. 930024712



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# Executive summary

**T**he HIV AIDS pandemic has orphaned children at an exponential rate, increasing the risk of abuse and exploitation. The South African environment, where 5,6 million people are living with HIV, becomes a strategically important place to fight the battle for the care of children affected by this disease. While many care based organizations are involved to manage this task, the challenge for them is the ability to scale to the magnitude of the problem. The situation therefore calls for a fresh innovative approach.

James 1:27 Trust (The Trust) is of the opinion that the approach to Orphans and Vulnerable Children (OVC) should be holistic, including; advocacy to influence the refinement of policy at a national level, the instillation of the principle of 'Virtual Adoption' between the global community and children at risk and the development of a support infrastructure to manage the challenge of scaling resources to ensure that a holistic child development lifecycle of care is maintained.

The Trust has a Vision to significantly multiply Holistic Child Development (HCD) life cycle care to Orphans and Vulnerable Children (OVC). This vision is focused in it's Mission to enable Care Based Organisations (CBOs), through a social innovation model of 'virtual adoption', to be efficient and effective in managing and administering the increased scale of resources required to multiply Holistic Child Development (HCD) life cycle care to a growing population of Orphans and Vulnerable Children (OVC). To fulfill this mission, The Trust has a strategy to create the technology and a support platform to operationalise the principle of virtual adoption between the global community, CBOs and villages, clusters, households and individuals, thereby ensuring the secure delivery of Holistic Child Development (HCD) life cycle care to substantially more children at risk.

The Trust has a functional delivery structure that supports the social innovation model as derived to support it's mission. The organisation has been structured to operate within a complex environment to maintain a focus on delivering against its strategic objectives, taking into account the changing environment in which it operates from a global and national nature. The Trust operates within a value system of; Holism, Solidarity, Integrity, Simplicity and Innovation.

The Trust manages delivery through it's divisional structure of; James Research Institute for Social Innovation, James Secretariat, James Children at Risk Care Fund and James Technologies.

This business plan is focused on fund raising for the consolidated James 1:27 Trust requirement, to the total value of: **R 20,555,124** over the period under review, this figure is made up as follows: **R 853,849** (2010), **R 4,567,350** (2011), **R 6,181,516** (2012) and **R 8,952,410** (2013). Funding for The Secretariat is sought from Corporate Social Investment Funding, Corporate Enterprise Development Funding, Donor Agencies and Government Grants. Funding is further supported through fund raising events that The Trust will establish during the period of 2011 to 2013.

# Introduction

## Worldview

The HIV and AIDS pandemic remains a global problem demanding a global solution. While universal access to treatment remains a top priority the need for successful prevention strategies remain critical. A tragic consequence of the pandemic is the proliferation of affected children. There is little doubt that children orphaned as a result of AIDS related complications, face increased risk of abuse and exploitation. Stigma and other complex challenges make for a harrowing battle for survival.

At the XXII Africa-France Summit in Paris on 20 February 2003, the Secretary General of the United Nations, Kofi Annan stated:

*"I appeal to you to pay greater attention to the extraordinary proliferation of AIDS orphans. The number has now reached 11 million. By the year 2010, 20 million African children will have lost one or both parents to AIDS. On the small and fragile shoulders of the older AIDS orphans – sometimes only ten years old or less – is placed the heavy task of caring for their younger siblings and other children bereft of their parents. In makeshift households, far from schools, far from opportunities – indeed suddenly far from childhood itself - they face the bleakest of futures. It would be unconscionable to allow their plight to persist any longer"*

## South Africa

The South African environment, where 5,6 million people are living with HIV, becomes a strategically important place to fight the battle. Given that South Africa's Gini coefficient, measuring income inequality, is also one of the highest globally, how South Africa as a nation respond to this challenge, is of international significance.

While statistics vary, the number of maternal orphans in South Africa is estimated by the Department of Social Development to be about 800 000 and up to 3 million children are thought to be at risk. While social security is playing a significant role with more than 9 million children's grants issued in 2009, the financial and resource support required to be effective, is just too big for Government to handle alone. The formal social sector estimate that collectively only 15% of children at risk are being reached by care-based organizations, ensuring that the overall cost to children, the community and society at large is catastrophic.

The challenge for care based organizations is the ability to scale to the magnitude of the problem. The situation therefore calls for a fresh innovative approach.

# Overview

## *Foundation stones*

**J**ames 1:27 Trust takes its name and mandate from the biblical instruction found in the New Testament book of James chapter 1 verse 27 which states:

“True and lasting religion in the sight of God our Father means that we must care for the orphans and widows in their troubles, and refuse to let the world corrupt us” (New Living Translation)

**The Vision** of the James 1:27 Trust is to scale holistic care to orphans and other children made vulnerable by HIV and AIDS. **The Mission** of the Trust is to promote the concept of ‘virtual adoption’, enabling accredited community and faith-based organizations to multiply existing levels of care to orphans and children made vulnerable by HIV and AIDS.

**The core objectives of the Trust and can be summarised as follows:**

- To identify, through accredited community-based and faith-based partners, orphans and other vulnerable children.
- To match these children with family-based care units with virtual/cyber sponsor clusters/teams in order to promote what is termed “Virtual Adoption”.
- To use MSOVC (Management System for Orphan and Vulnerable Children) as a business information and management system to manage within a life cycle approach, the holistic development and ministry of the children.
- To promote MSOVC as an enabler to scale existing levels of care to match the extent of the orphan and vulnerable children crisis.
- To comply with good practice and community development principles.
- To encourage a menu driven approach to sponsored goods and services.
- To ensure designated and secure delivery of sponsored goods and services.
- To sustain sponsorship through periodic progress reports.

## Values

- **Holism** – We promote holistic child development within a community development and child rights framework.
- **Solidarity** – We believe in the value of big society where progressive and democratic values are owned and in which responsibility for the problems in society are shared. We acknowledge that the concept of an orphan is un-African and support the truth that it takes a village to grow a child. In the digital age and information society this means that the village refers to both the local and global village with the virtual village being the bridge for the great exchange.
- **Integrity** – We value honesty in our life and speech. It involves a rejection of exaggeration as a means of impressing or manipulating.



- **Simplicity** – This means inward focus upon God and outward sharing with others. It involves rejecting the duplicity of many loyalties and the uncompassionate accumulation of wealth.
- **Innovation** – We value innovation to bridge the gap between the needs of society and the limitation of resource availability

The trust situated at the Innovation Hub in Pretoria is therefore well placed through the establishment of; the James Institute for Social Innovation as an advocate for social innovation.

## *Approach*

**T**he Trust is committed to a social innovation project in which we are creating a platform that includes; information management systems, business intelligence tools and a support secretariat, in order to scale present levels of care. The intention is to work towards enabling existing care-based organisations to double and redouble present levels of care from 15% to a target of 60%, in the short term.

In order to do this we are advocating a “Virtual Adoption” model in which the global village is mobilised to share responsibility with the local village in responding to the care of children at risk. In this regard the African idiom that it takes a village to grow a child is given new intent. “Virtual adoption” is based on virtual cyber teams/clusters being matched through community-based organizations with vulnerable child care units/families.

The Trust further believes that traditional Corporate Social Responsibility (CSI) needs to migrate to a social capital model in which employees, customers, clients and shareholders are all mobilized across a global environment.

In order to manage this innovative concept the Trust is building a Management System for Orphans and Vulnerable Children (MSOVC), and a support structure for CBOs who utilize its capabilities to scale (James Secretariat). In addition James is of the opinion that it must influence policy at a national level through the James Research Institute for Social Innovation (JRISI) and also aims to be directly involved in financially supporting Holistic Child Development (HCD) through the James Care Fund.

It is the trusts opinion that this holistic approach is the only way to address the gap between insufficient resource availability and the rate of growth of the population of children in need.

The James 1:27 Trust has within its grasp a major social innovation in which children at risk can be reached on a large scale.

***“Insanity is continuing to do what we have always done expecting different outcomes”***

Albert Einstein





# Organisational model

## *Legal structure*

**J**ames 1:27 Trust (the Trust) is established as a Trust under the South African Companies Act of 1973 (Trust registration no. 10446/04). In addition the Trust is legally registered as a non-profit organization (PO No. 930024712) and as a Public Benefit Organisation (PBO) (PBO no. 930024712). Further, due to its PBO status the Trust has been granted a tax exempt status (Tax Act - Section 18A).

## *Functional structure (social innovation model)*

**J**ames 1:27 Trust has a functional delivery structure that supports the social innovation model as derived to support its mission. The organisation has been structured to operate within a complex environment to maintain a focus on delivering against its strategic objectives, taking into account the changing environment in which it operates from a global and national nature.

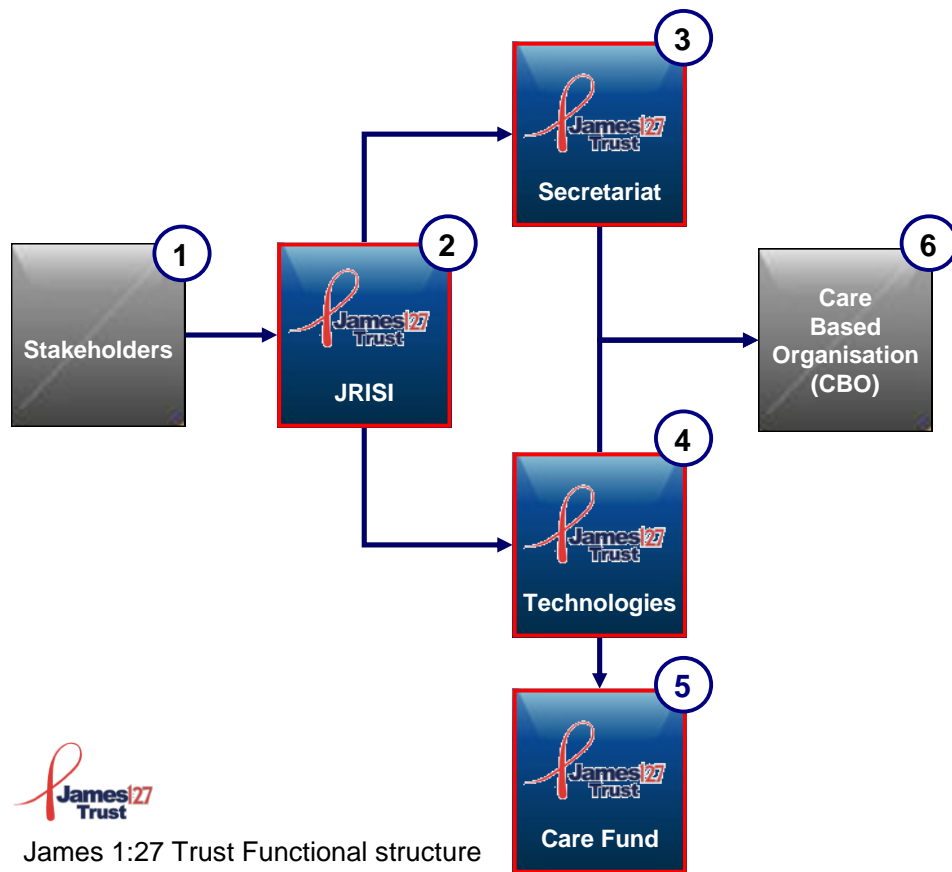
The James 1:27 Trust social innovation model, is based on the understanding that to support the care of the growing population of orphans in South Africa, requires the need to influence and partner with in a multi-faceted and complex stakeholder environment, the ability to be nimble within a changing complexity of global and local developments in the area of Social innovation and an understanding that only technology can bring a measure of managed control in an attempt to aggregate and link donor and recipients through a robust and scalable technology platform.

Therefore to innovate and maintain a leadership position in social support, through technology, The James 1:27 Trust has created through the James Research Institute for Social Innovation (JRISI) (2) an environment for; sharing, advocacy and policy influence from a perspective of understanding, partnership and innovation within its stakeholder base, both locally and internationally (1).

Through the innovative thinking and modeling that occurs through this institute, the Trust commercialises this thinking into its technology product offering, through James Technologies (3). These technologies are intended to provide Community Based Organisations (CBOs); a scalable and flexible Enterprise Resource Planning (ERP) support, Application (Social sector specific) and Business Intelligence (BI) (for reporting purposes) platform that can either be used as a standalone platform or within a hosted shared services environment.

In addition the James Secretariat supports CBO's with a shared services back-office centre, for administration and a help-desk facility (4).

Further James supports CBOs (6) directly with funding through the James Care Fund (5), as part of its Proof of Concept for MSOVC.

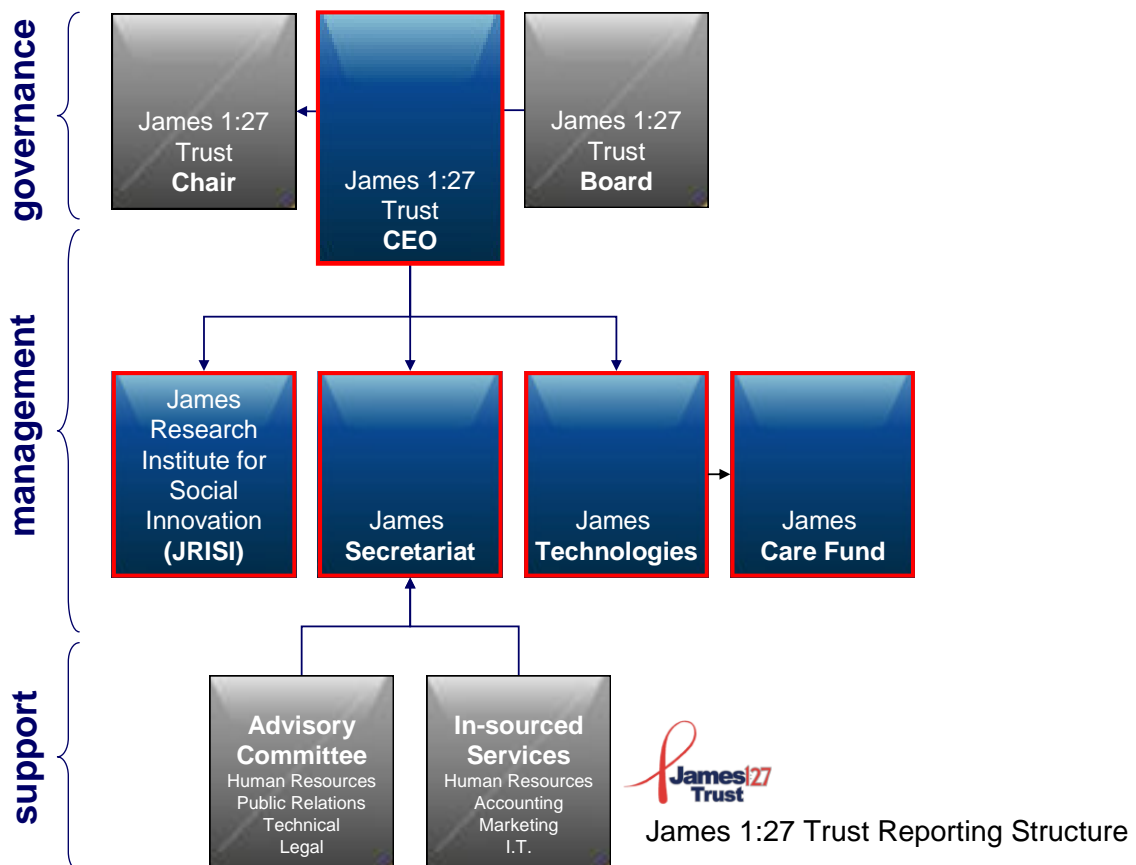


## Governance structure

**A**s a Non-Profit Organisation (NPO), the Trust is overseen by a Board of Trustees that reflects a Public, Private, and Civil Society Partnership. The Trust has a governing board that provides; strategic leadership, applies the board's guidelines, protects the mandate, vision and mission of the Trust, ensures corporate governance, approves policy, business plan and the business model, aligns standard operating procedures and ensures financial security, monitors and evaluate performance and oversees the CEO's management of the Secretariat.

Management provide clarity on matters of policy and procedure, act with unquestionable integrity, assume the best of everyone and gives them the chance to prove you right, shows respect for others, gives big challenges, expects the team to responsibly deliver on results and hold them accountable to them, provides whatever they the team needs to succeed, involves the team early and constantly, encourages open, robust, fact-based dialogue, gives fast feedback and plenty of praise and is consistent, persistent and flexible.

The team is supported by an advisory committee and in-sourced specialised services, where needed.



# Operating principles

## *Policies and guidelines*

**O**ur practice is to manage within the strict policies and guidelines supporting vulnerable children from a global, regional and national perspective. These include:

- ▶ International:
  - United Nations Convention on the Rights of the Child (UNRWC)
  - African Charter for the Rights and Welfare of a Child (ACRWC)
- ▶ Regional:
  - Declaration on regional collaboration on HIV Aids in respect to affected children
- ▶ National:
  - Constitution of the Republic of South Africa (Act 108, 1996)
  - South African Children's Act (Act 38, 2005)
  - South African Social Security Agency Act (Act 9, 2004)
  - South African Schools Act (Act 84, 1996)
  - SA Government White paper on Social Welfare (1997)
  - Draft Policy Framework and Strategy for Statutory Services for Child Headed Households (South African Department of Social Development, DSD, 2009)

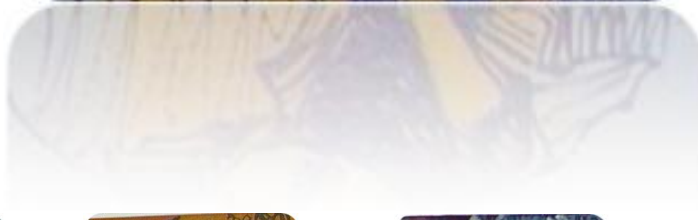
## *Values*

- ▶ Holism  
We value a holistic worldview in our thinking and approach to leadership in finding innovative solutions to social problems
- ▶ Solidarity  
We value team solidarity through inclusive and participative alignment between all the stakeholders attached to the James Trust
- ▶ Integrity  
We value personal and corporate integrity as stewards of resources to children in need
- ▶ Simplicity  
We value simple solutions to complex problems
- ▶ Innovation  
We value innovative thinking and solution finding to bridge the gap between the needs of society and the limitation of resource availability

# Operating strategy

The Trust operates within four divisions as delineated by its social innovation model for care, as delivered through the following divisions:

- ▶ James Technologies
- ▶ The James Research Institute for Social Innovation (JRISI)
- ▶ James Secretariat
- ▶ James Care Fund (POC) – Request for Funding



**J**ames Technologies has been established to build a scalable Information Management System to support the principle of virtual adoption for Orphans and Vulnerable Children (MSOVC) to link the global village to the local village.

MSOVC is at its core an ICT platform aimed at managing the secure delivery of designated sponsored goods and services to orphans and vulnerable children through the layering of data and documentation management; financial management; and logistical biometric support, providing monitoring, evaluation and reporting capability. The developers of MSOVC are in the process of integrating PTC's Windchill, SAP's Business One and Sagem's biometric portable scanners and in so doing, will be offering a scalable global solution.

MSOVC 1.0 (Ph 1): Implemented at one community-based partner who has migrated from a traditional financial management system to SAP Business One and from Microsoft Excel to PTC Windchill (2010).

MSOVC 2.0 (Ph 2): Integration of software suites within the MSOVC platform (2011) to include full Business Intelligence capability (Reporting, M&E).

MSOVC 3.0 (Ph ): Automated system that allows for the full scalability and roll-out of the Trusts vision across various partners (CBOs, Fund managers etc.)

To facilitate MSOVC partnerships have been concluded with the following partners; APD, XtendBI, SAP, PTC, Nupay.

### Strategic objectives

- ▶ Capacity building (People, Process, Infrastructure, Technology & Funding)
- ▶ Product development (Installed and Hosted services)
  - MSOVC 1.0 - 2010
  - MSOVC 2.0 - 2011
  - MSOVC 3.0 - 2012
- ▶ Shared services development
  - Technology support infrastructure
  - Hosting support infrastructure

### Products and services

- ▶ Products
  - MSOVC – installed base
  - MSOVC – hosted services
- ▶ Services
  - Financial management (SAP Business One)
  - Data and Document management (Windchill, Sap Business One)
  - Remote data capture (James' Remote Terminal)
  - Resource management (SAP Business One)
  - Managing data and Needs Analysis (Windchill)
  - Reporting - BI and M&E (Business Objects, RATS)

### Marketing plan (products and services)

- ▶ MSOVC licenses and subscriptions to Government's SASSA (SA Social Security Association etc.)

- ▶ MSOVC licenses and subscriptions to NGOs, CBOs and FBOs in the OVC field (SAC, Lefika, Thandanani, WorldVision etc.)
- ▶ MSOVC licenses and subscriptions to Corporates – focusing on Partners (SAP, PTC, Sagem etc.)

## Funding

**F**unding is sought for James Technologies to the total value of: **R 1,874,508** through the period under review and is made up as follows: **R 1,252,819** (2011) and **R 621,689** (2012).

Funding for James Technologies is sought from Corporate Social Investment, Corporate Enterprise Development Funding, Donor Agencies and Government Grants. Funding is further supported through fund raising events that The Trust will establish during 2011 to 2013.

### JAMES TECHNOLOGIES

	Actual 2010	Budget 2011	Forecast 2012	Forecast 2013
<b>Income</b>	<b>R 1,441,800</b>	<b>R 918,676</b>	<b>R 718,065</b>	<b>R 1,604,131</b>
<b>Stand alone (own MSCOVC instance for product) 1/3</b>	<b>R -</b>	<b>R 48,035</b>	<b>R 222,884</b>	<b>R 542,684</b>
License fees (CBO/FBO/NGO)	R -	R 2,248	R 4,496	R 7,493
License fees (Government Orgs)	R -	R 2,564	R 28,205	R 77,564
Hosting (Including separate server costs)	R -	R 2,198	R 9,670	R 23,269
Maintenance fees	R -	R 26,374	R 116,044	R 279,230
Support fees	R -	R 14,652	R 64,469	R 155,128
<b>Hosted (shared MSCOVC instance of product) 2/3</b>	<b>R -</b>	<b>R 92,441</b>	<b>R 404,342</b>	<b>R 967,703</b>
Monthly subscription fee (Licensing, Hosting, Maintenance, Support - NGO)	R -	R 92,441	R 404,342	R 967,703
Monthly subscription fee (Licensing, Hosting, Maintenance, Support - GO)	R -	R 106,960	R 470,622	R 1,132,435
<b>Other grant allocations (committed)</b>	<b>R 1,441,800</b>	<b>R 778,200</b>	<b>R 90,840</b>	<b>R 93,744</b>
Tshikululu social investment fund	R 300,000	R -	R -	R -
Automated Product Development (APD) - Grant funding	R 528,000	R -	R -	R -
APD - Interest on Investment (R 300K) - James Secretariat support expenses	R 24,000	R 26,400	R 29,040	R 31,944
DTI - SPII matching scheme	R 528,000	R 690,000	R -	R -
James children at risk fund (POC) - Private sponsors	R 61,800	R 61,800	R 61,800	R 61,800
<b>Expenses</b>	<b>R 1,456,476</b>	<b>R 2,171,494</b>	<b>R 1,339,754</b>	<b>R 1,492,857</b>
<b>Development expenses</b>	<b>R 1,096,000</b>	<b>R 1,440,000</b>	<b>R 66,000</b>	<b>R 72,600</b>
Technical Development (MSOVC 1.0)	R 1,056,000	R -	R -	R -
Technical Development (MSOVC 2.0)	R -	R 730,000	R -	R -
Technical Development (MSOVC 3.0)	R -	R 650,000	R -	R -
Cost of licenses	R -	R -	R -	R -
Consulting Fees	R 40,000	R 60,000	R 66,000	R 72,600
<b>Ongoing expenses</b>	<b>R 360,476</b>	<b>R 731,494</b>	<b>R 1,273,754</b>	<b>R 1,420,257</b>
James Secretariat Support Expense Allocation	R 360,476	R 731,494	R 1,273,754	R 1,420,257
<b>Excess / (Shortfall)</b>	<b>R -14,676</b>	<b>R -1,252,818</b>	<b>R -621,688</b>	<b>R 111,274</b>
<b>Possible income sources</b>	<b>R 14,677</b>	<b>R 1,252,819</b>	<b>R 621,689</b>	<b>R -</b>
Tshikululu	R -	R 350,000	R 350,000	R -
Other	R 14,677	R 902,819	R 271,689	R -
<b>Shortfall - funding to be found</b>	<b>R 1</b>	<b>R 1</b>	<b>R 1</b>	<b>R 111,274</b>

Ongoing development/upgrades will be managed through 2013 onwards via License fees, Maintenance and Support costs charged for the MSOVC system to; Care Based Organisations, Faith Based Organisations, Non-Governmental Organisations and Government Organisations, starting in 2011 and growing at a positive growth rate through the plan, until breakeven is achieved during 2013.



## *James Research Institute for Social Innovation*

**T**he James Research Institute for Social Innovation (JRISI) is a fellowship/think tank of like-minded Politicians, Academics, Business people, and Social sector advocates that combine at an institutional and individual level to discuss, refine and influence policy around the domain of social innovation.

At present the Trust is collaborating with significant community based Partners including; National Action Committee for Children Infected and Affected by HIV and AIDS (NACCA), Tshwane Child Welfare, SA Cares for Life, Lefika, Thandanani Children's Foundation and Ikageng Itireleng Aids Ministry. In addition the Trust is supporting several Faith Based Organisations, including; the National Initiative for the Reformation of South Africa (NIRSA) and The Eden Foundation, in championing the mobilisation of the South African Church.

### Strategic objectives

- ▶ Network at a national level for OVC
- ▶ Influence policy at a national level for OVC
- ▶ Research into Social Innovation
- ▶ Develop an internship program
- ▶ Develop a communications strategy
- ▶ Develop a knowledge management repository
- ▶ Develop packaged products and services
- ▶ Develop social innovation consulting capacity

### Products and services

- ▶ Products
  - Research papers
  - Academic papers
  - Thought pieces
  - Editorials
- ▶ Services
  - Advocacy
  - Policy refinement
  - Leadership training
  - MSOVC training
  - Internship for administrators
  - Social entrepreneurial consulting

### Marketing plan

- ▶ Network with like-minded organizations interested in social innovation i.e. Universities, Faith based organizations, National research institutes etc.
- ▶ Use Academic and Social Innovation focused publications, to support the brand building of the Institute, through research articles and white papers.
- ▶ MSOVC training to Care Based Organisations as part of James' M&E programme
- ▶ Market the leadership and internship programmes to Faith based and Care based organizations as part of human capacity building.
- ▶ Market social innovation consulting expertise to NGOs, FBOs and CBO.

# Funding

Funding is sought for the James Research Institute for Social Innovation (JRISI) to the total value of **R 925,504** for the period under review and is made up as follows: **R 326,910** (2010), **R 408,320** (2011), **R 166,872** (2012) and **R 23,403** (2013).

It is expected that as the Institute builds it's network through influencing policy at a national level, so it's brand will grow as a support mechanism to NGOs, CBOs and FBOs. It is from this growth that financial breakeven towards good profit in 2013 is expected, due to demand for Training courses, Internships and Social Innovation Consulting, that these networks will generate.

JAMES RESEARCH INSTITUTE FOR SOCIAL INNOVATION (JRISI)	<u>Actual 2010</u>		<u>Budget 2011</u>		<u>Budget 2012</u>		<u>Budget 2013</u>	
<b><u>Income</u></b>	R	-	R	124,000	R	292,000	R	488,000
Training courses	R	-	R	16,000	R	64,000	R	140,000
Internship programme		-	R	-	R	120,000	R	120,000
Private funding (APD - 50%)	R	-	R	-	R	-	R	120,000
Social innovation Consulting	R	-	R	108,000	R	108,000	R	108,000
<b><u>Expenses</u></b>	<b>R</b>	<b>326,910</b>	<b>R</b>	<b>532,320</b>	<b>R</b>	<b>458,872</b>	<b>R</b>	<b>511,403</b>
<b><u>Setup</u></b>	R	15,000	R	-	R	-	R	-
Strategy formulation, financial modelling etc.	R	15,000			R	-	R	-
<b><u>Ongoing</u></b>	R	311,910	R	532,320	R	458,872	R	511,403
Marketing	R	25,000	R	50,000	R	50,000	R	50,000
Course development	R	-	R	50,000	R	-	R	-
Seminars	R	-	R	50,000	R	-	R	-
James Secretariat Support Expense Allocation	R	286,910	R	382,320	R	408,872	R	461,403
<b><u>Shortfall - funding to be found</u></b>	R	-326,910	R	-408,320	R	-166,872	R	-23,403

Funding for JRISI is sought from Government and Private Research Foundations, Research and Development (R&D) divisions in major corporate companies and Donor Agencies interested in social innovation.

## *James Secretariat*

**T**he James Secretariat has been established to manage a technology and administration support structure for NGOs, FBOs and CBOs, ensuring; secure delivery, monitoring and evaluation and reporting across a Holistic Child Development (HCD) life cycle for children in need.

### Strategic objectives

- CBO accreditation
- User adoption of MSOVC (Ph 0) within James 1:27 Secretariat
- User adoption of MSOVC (Ph 1) within the POC CBOs
- User adoption of MSOVC (Ph 2) within the wider CBO community
- Mobilisation of sponsors across James 1:27 divisions
- HCD plan management

### Support services

- ▶ Internal
  - I.T. (helpdesk support)
  - Administration (Finance, Legal, HR, Marketing)
- ▶ External support and shared services
  - Limited administration
  - Technical support (MSOVC)
    - Application hosting
    - Integration consulting
    - Technical help desk support
    - Software maintenance and support

### Marketing plan (services)

- ▶ As a support function to James Technologies, JRISI and James Care fund, the Secretariat relies on marketing from these three customer focused entities. James Secretariat does have the responsibility for fund raising across the group and as such, is focused on managing budgets, M&E frameworks and ensuring efficacy of funding on the ground at an NGO, FBO and CBO level. Thus The Secretariat interacts directly with Funders to ensure ongoing support and a partnership between social funding and social innovation to make a difference for Orphans and the Vulnerable impacted by HIV and Aids across Africa.

# Funding

Funding is sought for the James Secretariat to the total value of: **R 3,017,472** for the period under review and is made up as follows: **R 381,863** (2010), **R 692,212** (2011), **R 964,956** (2012) and **R 978,441** (2013). The shortfall is expected to even out at approximately R 950,000 as an annual shortfall until 2014/15, when income generated by MSOVC and JRISI can support the overall cash-flow requirements of The James Trust.

## JAMES SECRETARIAT

### Income (Committed 100%)

Charge back - James Children at Risk Fund (JCARF)  
 Charge back - James Technologies Fund (JTF)  
 Charge back - James Institute for Research and Social Innovation (JIRSI)  
 Interest on investment (300K)  
 Existing Private Sponsors

### Actual 2010 Budget 2011 Budget 2012 Budget 2013

R	888,386	R	1,398,214	R	1,955,985	R	2,293,604
R	-	R	-	R	-	R	-
R	360,476	R	731,494	R	1,273,754	R	1,420,257
R	286,910	R	382,320	R	408,872	R	461,403
R	24,000	R	26,400	R	29,040	R	31,944
R	217,000	R	258,000	R	244,320	R	380,000

### Expenses

Direct expenses  
 Indirect expenses

R	1,270,249	R	2,090,426	R	2,920,941	R	3,272,045
R	622,863	R	976,612	R	1,238,316	R	1,390,385
R	647,386	R	1,113,814	R	1,682,625	R	1,881,660

### Shortfall - funding to be found

R	-381,863	R	-692,212	R	-964,956	R	-978,441
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Funding for The Secretariat is sought from Corporate Social Investment, Corporate Enterprise Development Funding, Donor Agencies and Government Grants. Funding is further supported through fund raising events that The Trust will establish during 2011 to 2013.

## *James Care Fund*

**T**he James Care Fund, has been established initially as a Proof of Concept (PoC) for MSOVC as it rolls out over the three phases of development. It is critically important for The Trust to be hands on and have an understanding of the direct care based needs of individuals, households, clusters, and villages, so that the development of MSOVC and the support required from the Secretariat is directly aligned to the requirements of a Holistic Child Development (HCD) Care cycle.

It is to this end that the Care Fund directly supports a HCD care cycle from within it's own infrastructure. As MSOVC is developed over the next three years to support; individuals, households, clusters and villages the size of the PoC has to grow to simulate the increase in size associated with the scale of the problem that MSOVC is being developed to support.

The following plan has been envisaged to simulate a real world environment for MSOVC to support, further as these PoCs are completed, the individuals, households, clusters, and villages that were part of the PoC need to remain in the system for the duration of the lifecycle. Thus the PoC becomes a living space to ensure that MSOVC and the James 1:27 Trust remains abreast of the changes that are affecting people in need and thus can support NGOs, FBOs and CBOs from an in-depth and first hand knowledge of the problems and can offer real-world effective solutions.

Base information set		Individual Care Minimum individual programme (1 household)	Household Care Ideal care group	Cluster Care Minimum cluster	Village care Minimum village
Base data					
1 individual pa (R900 pm)		Individuals (5)	5 households (5 individuals)	1 Cluster (10 households)	1 Village (2 clusters)
Individuals involved		1	5	25	50
Cost		R 10,800	R 54,000	R 270,000	R 540,000
Food and Nutrition	50%	R 5,400	R 27,000	R 135,000	R 270,000
Shelter & Care	10%	R 1,080	R 5,400	R 27,000	R 54,000
Child Protection	5%	R 540	R 2,700	R 13,500	R 27,000
Health Care Fund - Expenses	5%	R 540	R 2,700	R 13,500	R 27,000
Education Fund - Expenses	20%	R 2,160	R 10,800	R 54,000	R 108,000
Other and Admin Services	10%	R 1,080	R 5,400	R 27,000	R 54,000

2011 Budget		Individuals (5)	10 households (5 individuals per household)	1 Cluster (10 households per cluster)	1 Village (2 clusters per village)
Individuals involved		205	5	50	100
Total cost pa		R 2,214,000	R 54,000	R 540,000	R 1,080,000
Food and Nutrition	50%	R 1,107,000	R 27,000	R 270,000	R 540,000
Shelter & Care	10%	R 221,400	R 5,400	R 54,000	R 108,000
Child Protection	5%	R 110,700	R 2,700	R 27,000	R 54,000
Health Care Fund - Expenses	5%	R 110,700	R 2,700	R 27,000	R 54,000
Education Fund - Expenses	20%	R 442,800	R 10,800	R 108,000	R 216,000
Other and Admin Services	10%	R 221,400	R 5,400	R 54,000	R 108,000

2012 Budget		Individuals (10)	20 households (5 individuals per household)	2 Clusters (10 households per cluster)	2 Villages (2 clusters per village)
Individuals involved		410	10	100	200
Total cost pa		R 4,428,000	R 108,000	R 1,080,000	R 2,160,000
Food and Nutrition	50%	R 2,214,000	R 54,000	R 540,000	R 1,080,000
Shelter & Care	10%	R 442,800	R 10,800	R 108,000	R 216,000
Child Protection	5%	R 221,400	R 5,400	R 54,000	R 108,000
Health Care Fund - Expenses	5%	R 221,400	R 5,400	R 54,000	R 108,000
Education Fund - Expenses	20%	R 885,600	R 21,600	R 216,000	R 432,000
Other and Admin Services	10%	R 442,800	R 10,800	R 108,000	R 216,000

2013 Budget		Individuals (20)	40 households (5 individuals per household)	4 Clusters (10 households per cluster)	4 Villages (2 clusters per village)
Individuals involved		820	20	200	400
Total cost pa		R 8,856,000	R 216,000	R 2,160,000	R 4,320,000
Food and Nutrition	50%	R 4,428,000	R 108,000	R 1,080,000	R 2,160,000
Shelter & Care	10%	R 885,600	R 21,600	R 216,000	R 432,000
Child Protection	5%	R 442,800	R 10,800	R 108,000	R 216,000
Health Care Fund - Expenses	5%	R 442,800	R 10,800	R 108,000	R 216,000
Education Fund - Expenses	20%	R 1,771,200	R 43,200	R 432,000	R 864,000
Other and Admin Services	10%	R 885,600	R 21,600	R 216,000	R 432,000

# Funding

Funding is sought for the James 'Children at Risk' Care Fund to the total value of: **R 14,846,240** over the period under review, this figure is made up as follows: **R 142,400** (2010), **R 2,214,000** (2011), **R 4,428,000** (2012) and **R 8,061,840** (2013).

## JAMES (CHILDREN AT RISK) CARE FUND

	<u>Actual 2010</u>	<u>Budget 2011</u>	<u>Forecast 2012</u>	<u>Forecast 2013</u>
<b>Income</b>	R 61,600	R 0	R 0	R 0
Private funding	R 61,600	R -	R -	R -
<b>Grant fund allocations</b>	<b>R 204,000</b>	<b>R 2,214,000</b>	<b>R 4,428,000</b>	<b>R 8,061,840</b>
<b>Fund allocation</b>	<b>R 204,000</b>	<b>R 1,992,600</b>	<b>R 3,985,200</b>	<b>R 7,176,240</b>
Food and Nutrition	R 180,000	R 1,107,000	R 2,214,000	R 4,428,000
Shelter & Care	R -	R 221,400	R 442,800	R 166,980
Child Protection		110700	221400	667920
Health Care Fund - Expenses	R -	R 110,700	R 221,400	R 243,540
Education Fund - Expenses	R 24,000	R 442,800	R 885,600	R 1,669,800
<b>Ongoing expenses</b>	<b>R -</b>	<b>R 221,400</b>	<b>R 442,800</b>	<b>R 885,600</b>
Other & Admin OVC Care Fund - Expenses	R -	R 221,400	R 442,800	R 885,600
James Secretariat Support Expense Allocation	R -	R -	R -	R -
<b>Shortfall - funding to be found</b>	<b>R -142,400</b>	<b>R -2,214,000</b>	<b>R -4,428,000</b>	<b>R -8,061,840</b>

Funding for The Care Fund is sought from Corporate Social Investment, Donor Agencies and Government Grants. Funding is further supported through fund raising events that The Trust will establish during 2011 to 2013.



# Consolidated funding requirement

**F**unding is sought for the James 1:27 Trust to the total value of: **R 20,555,124** over the period under review, this figure is made up as follows: **R 853,849** (2010), **R 4,567,350** (2011), **R 6,181,516** (2012) and **R 8,952,410** (2013).

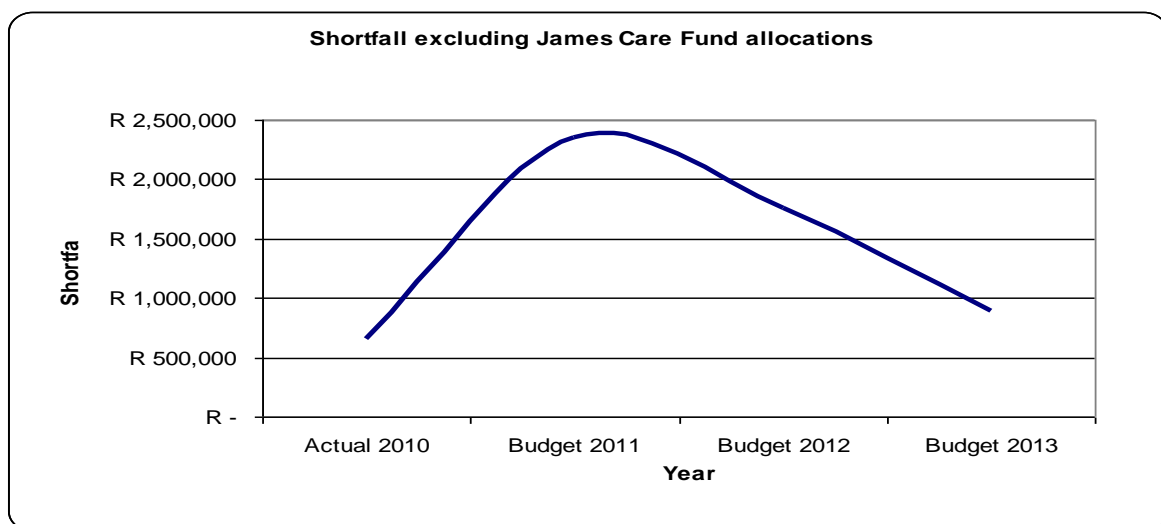
## JAMES CONSOLIDATED INCOME AND EXPENSE PLAN

	<u>Actual 2010</u>	<u>Budget 2011</u>	<u>Budget 2012</u>	<u>Budget 2013</u>
<b>James income &amp; 100% committed funding</b>	R 2,403,786	R 2,440,890	R 2,966,051	R 4,385,735
James Secretariat	R 888,386	R 1,398,214	R 1,955,985	R 2,293,604
James Technologies	R 1,453,800	R 918,676	R 718,065	R 1,604,131
JRISI	R -	R 124,000	R 292,000	R 488,000
James Care Fund	R 61,600	R -	R -	R -
<b>Expenses</b>	R 3,257,635	R 7,008,240	R 9,147,566	R 13,338,145
James Secretariat	R 1,270,249	R 2,090,426	R 2,920,941	R 3,272,045
James Technologies	R 1,456,476	R 2,171,494	R 1,339,754	R 1,492,857
JRISI	R 326,910	R 532,320	R 458,872	R 511,403
James Care Fund	R 204,000	R 2,214,000	R 4,428,000	R 8,061,840
<b>Shortfall - funding to be found</b>	R -853,849	R -4,567,350	R -6,181,516	R -8,952,410
<b>James Care Fund Allocations &amp; Expenses as a % of shortfall</b>	26%	65%	68%	67%
<b>Shortfall excluding James Care Fund allocations</b>	R -649,849	R -2,353,350	R -1,753,516	R -890,570

The James 'Children at Risk' Care Fund (fund allocations and expense), makes up a significant portion of the shortfall in funding to be covered equal to; 26% (2010), 65% (2011), 68% (2012) and 67% (2013) respectively, over the period.

Excluding this direct funding as a CSI portion, the Enterprise development consolidated cost shortfall for James 1:27 as an institution equals; R 649,849 (2010), R 2,353,350 (2011), R 1,753,516 (2012) and R 890,570 (2013) respectively, showing a cycle of return to scale of operations and thus input cost reductions through the cycle.

The graphic analysis of this return to scale, during the period under review, is seen below:



# Conclusion

**J**ames 1:27 Trust is significantly enhancing the ability for children at risk to be managed through a holistic approach, including; advocacy to influence the refinement of policy at a national level, the instillation of the principle of virtual adoption between the global community and children at risk (Social Innovation as developed by JRISI) and the development of a support infrastructure to manage the challenge of scaling resources to ensure that a holistic child development lifecycle of care is maintained.

Towards this intent The Trust, has established over the past number of years a strong foundation for growth, through establishing; the James Research Institute for Social Innovation as a point of social innovation and networking between stakeholders and a platform from which national policy can be influenced, the James Technologies Division for the development of the Management System for Orphans and Vulnerable Children (MSOVC) to facilitate virtual adoption, the James Secretariat to support and maintain the rollout and integration of MSOVC into Faith Based organizations (FBOs), Care Based Organisations (CBOs) and Non-Governmental Organisations (NGOs), and the James Children at Risk Care Fund to directly fund individuals, households, clusters and villages.

In conclusion the James 1:27 Trust has within its grasp a major social innovation in which children at risk can be reached on a large scale and is the only viable means to manage the scale of the social fallout due to the HIV AIDS pandemic in South Africa and further afield.

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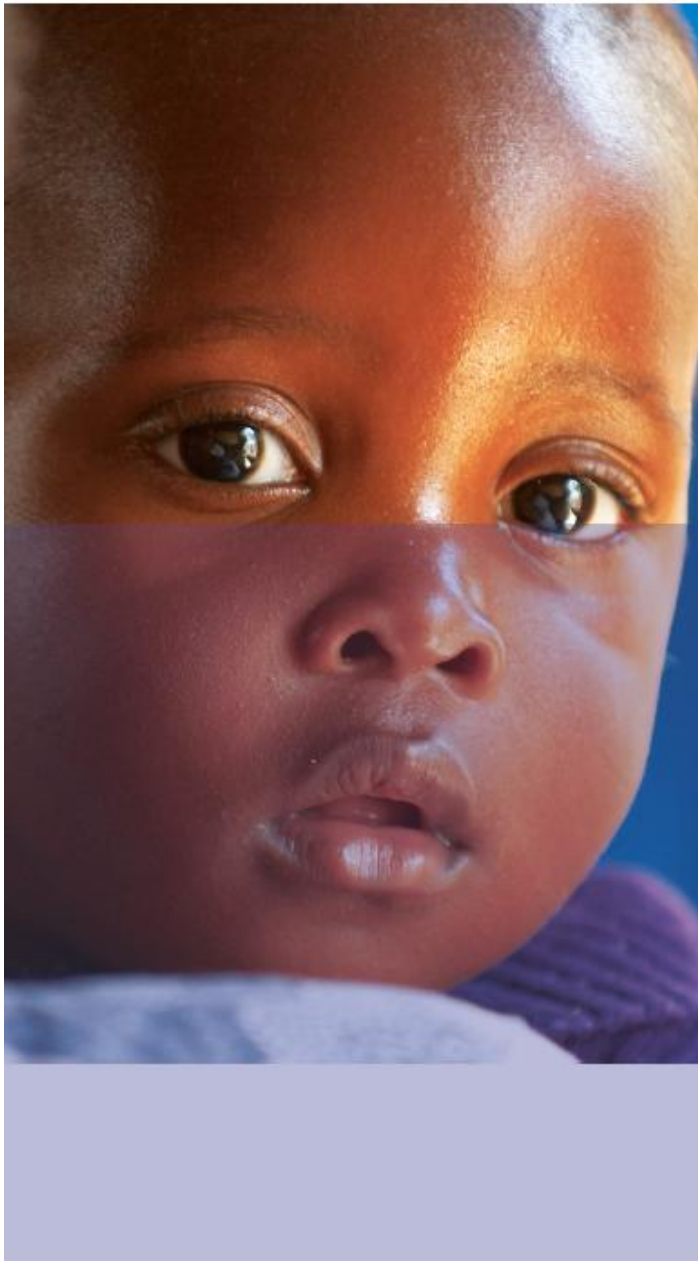
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*Pure and lasting religion in the sight of God our Father means that we must care for orphans and widows in their troubles and refuse to let the world corrupt us. (James 1 vs 27 NLT)*

Trust Registration No 10446/04, NPO No. 041 353, PBO No 930024712



*“I am a gift,  
a treasure,  
my life has  
purpose”*