

# CORDAID Partner Profile

## SCAT

The Social Change Assistance Trust

Operating for more than 20 years, SCAT is an intermediary grant-making and capacity-building organization, based in Cape Town but working in partnership to support local development agencies in rural communities of the Northern, Eastern Cape, Western Cape and North West provinces.

### Our Purpose: What does SCAT exist to do?

SCAT's vision is to contribute to *'vibrant and sustainable communities in rural South Africa'* through grant-making and programmatic support. Its mission is to partner with rural community-owned agencies (Local Development Agencies – LDAs) by providing capacity building and financial assistance in order that they, in turn, can make human resources available to improve the quality of life in their own communities.

SCAT staff-members dream of seeing:

- LDAs and community members taking ownership of development in their community and accessing their rights, through LDA services and community initiatives.
- LDAs and community members questioning issues of development and moving beyond the obvious; that community members will have a deepened understanding of how they could contribute and impact change, and take the lead in facilitating that process.
- Well-run local government (e.g. schools, clinic, roads, elections) in rural communities with healthy people living in healthy communities.

### Activities

In most instances, SCAT's partners – Local Development Agencies (LDAs) are Advice Offices which, in addition to offering paralegal advice to members of the community, deal with issues of local government service delivery, accessibility of social security, land tenure and redistribution, income generation, job creation, protection of employment rights, women's empowerment and the protection of minority groups in their communities. The focus is on human rights, gender equity, HIV, AIDS and local economic development. SCAT works to promote these results through a comprehensive set of activities and interventions:

1. **Grant-making** SCAT is primarily a funding organization, supplemented by field-based support and capacity building. Partners are recipients of:
  - a. Core Funding, of approximately R4000 per month. These core grants are made to 36 LDAs across 4 provinces, most of these incorporating some component of HIV programming.
  - b. HIV/AIDS grant. 9 of these 36 LDAs receive additional external funding as 'HIV Activator Sites' where there has been some existing capacity/programme related to HIV/AIDS.
2. **Institutional Capacity Building** SCAT specifically works with rural community-based organizations that, by nature, may lack the experience, systems and capacity to access funding through conventional donor-sources. Grant-making is matched by mentoring and support of these organizations by fieldworkers through field visits, and through training made possible by a Development Fund for Training (DFT).
3. **Mobilizing Resources** Partners are encouraged to move from exclusive dependence on SCAT towards increasing self-sufficiency. FRIS – the Fundraising Incentive Scheme – is a system applied to maturing partner organizations where SCAT gradually decreases Core Funding, contributing instead R5 for every R1 raised locally, up to a certain target ceiling (per annum). FRIS is not only about providing money; it is a strategy for mobilising participation and ownership by local communities.
4. **Monitoring and Support**
5. **Facilitative/Reference Role** SCAT is a liaison between LDAs and strategic partners. SCAT takes on a role for linking and brokering on behalf of LDAs in order to stimulate and support collaborative partnerships – again, often with more established development organizations or public sector departments that may not otherwise have shown interest in a rural LDA.

6. **HIV/AIDS and Gender Programme** As a response to a request from project partners, SCAT initiated an HIV and AIDS Activator Programme some years ago. This ongoing programme focuses on intensifying the development of local responses to HIV and AIDS in a rural development context, and according to the specific needs of each participating community. SCAT provides an additional grant to the qualifying LDAs for the implementation of the programme and facilitates skills development. The work with HIV and AIDS includes:
- baseline studies
  - mainstreaming gender into HIV programming (Gender Forum)
  - capacity building through training workshops and technical support
  - facilitating collaborative partnerships
7. **Local Economic Development (LED)** to address issues such as food security.
8. **Access to Justice** through the paralegal support of the Advice Offices coordinated by the LDAs, and through the higher level advocacy work of the central SCAT office and staff to ensure rural equity in development.

	What we're most proud of	Story/Illustration
1	<p><b>SCAT works exclusively in support of rural development:</b> In order to qualify for support from SCAT, organisations must meet the criteria of being rural, community-governed, accountable and transparent, with women participating at all levels in the organisation and membership open to all in the community.</p> <p>SCAT deliberately works in places where other organisations “fear” to go, and with people who have limitations (eg. most people in rural settings are often illiterate). The SCAT team is prepared to work hard to resource/support people who have technical challenges in terms of capacity, in order that they might meet traditionally strict requirements.</p> <p>SCAT prides itself on funding organisations that no one else will take a chance on, reaching into deep, dark places to bring light, places where people did not even know they had any rights to claim or defend.</p>	Anthea stuck in Buffelsrivier at 7-months pregnant.
2	<p><b>SCAT stays true to the “character of the community”</b> SCAT tries to relate to partners in a non-directive, non-imposing way, allowing communities to work in their own way. This freedom is balanced, however, with the rigour of adherence to certain funding requirements within the local/rural context; and with support to build organizational capacity to meet those requirements for funding.</p>	Gerald: The Spoegrivier Tape Recorder event.
3	<p><b>Inclusivity</b> SCAT's interest is in stimulating/supporting people to participate in their own economy (e.g. LED) or address to address gender (eg. gender forum).</p>	
4	<p><b>SCAT says “yes” to local communities</b> SCAT believes that ‘together, we can achieve more’, and that the organization needs to move people, as well as be moved by them. Participation is a core value, engaging with local communities in partnership for sustaining livelihoods.</p>	
5	<p><b>Partnerships</b> SCAT values long-term accompaniment of rural communities, and individuals. Personal relationships with people are the ultimate investment, making partnership about more than money. SCAT travels the journey with people, aiming for quality and impact.</p>	Partnerships extend over 15 years (eg. Botriver Advice office)
6	<p><b>Transformation</b> SCAT works for sustainable social change: transformation of the individual, the community, and the local development agency.</p>	

# Our Approach

Ways of Working	Illustration/Story	Tools/Resources
We value long-term partnerships as essential to our development practice.	SCAT supported Prince Albert Advice and Development Centre for over 10 years and through this relationship the LDA is able to find alternative funders to ensure their sustainability. Prince Albert LDA now has 11 projects and created employment for 83 people and is now a section 21 Company.	Developmental Plan for LDA's
We encourage participatory and consultative processes in the work we do with local development agencies (LDAs)	The Nonesi LDA HIV Activator accompanied SCAT trustee and SCAT director to a Department of Health meeting to pitch an HIV/AIDS proposal.	Participatory Rural Appraisal methodology
SCAT works to ensure that women access leadership roles in our partnerships.	Gladys McKenna started as an office coordinator. Through SCAT she went on an exchange visit to Norway. This contributed to her leadership role within the organisation and later, within her community when she became the Mayor.	A requirement for funding is the inclusion of women  Mentoring and support, and capacity building encourage the development of women
SCAT exclusively supports the rurally marginalized to become aware of, and then participate in defending, their human rights.	Kommagas utilized the Development Fund for training (DFT), which allows an LDA to determine their own capacity building needs, to advocate and lobby against the erection of a nuclear power station in the vicinity of their community.	Development Fund for Training (DFT)
We strive to build meaningful and reciprocal relationships with our partners; partnerships that encourage.		
LDA's are able to network with each other through cluster workshops		
SCAT's network initiatives and seminars create a platform where funders share funding criteria with LDAs.	LDA's have opportunity to link with Government Departments, private donors etc.  Richard and the farm worker wages campaign.	
SCAT workshops follow an adult-learning methodology that is inclusive and participatory. The focus is on sharing, rather than teaching; on facilitation instead of lecturing and instructing.		SCAT Training Material

# Our results

Results/Outcomes	Indicators	Illustration/Story	Tools
Local Development Agencies gain confidence to access other funding, and become more independent and sustainable.	<p>LDAs reach their FRIS targets.</p> <p>LDAs expand their operations with locally generated funds.</p> <p>LDAs are self-funding; don't need SCAT funding anymore.</p> <p>LDA HIV-programmes are attracting external funding interest</p>	<p>Molteno Advice Office used local fundraising to buy a farm and a building.</p> <p>Prince Albert Advice Office accesses funding through lotteries and the EU. It is now funded independently of SCAT.</p> <p>Nelspoort demonstrated good practice in HIV/OVC programming, enabled by SCAT funding. Because of their work, the US Embassy found them attractive, and awarded them funding for the OVC-programme.</p>	<p>Capacity-building</p> <p>FRIS</p> <p>DFT</p> <p>Mentoring</p>
SCAT processes lead to professional development and career advancement	<p>Within the organization, part-time admin. staff who advance to become field workers, then managers.</p> <p>LDA staff and SCAT staff occupying civic leadership positions.</p>	<p>Gladys becomes Mayor in North West province.</p> <p>Nomoundia becomes Mayor.</p> <p>Maureen becomes Mayor in Botrivier.</p>	<p><b>External:</b> DFT, Skills Development</p> <p><b>Internal:</b> Internship; North-South exchange</p>
Paralegals become mobile to reach the communities	Paralegals obtain Drivers' Licences.	LDA staff use the Development Training Fund (DFT) to get their Drivers' Licence in order to better serve the farming communities.	DFT
LDAs demonstrate Innovation/Creativity in programming related to HIV and AIDS.	Decrease in deaths from male circumcision	In Nonesi, the LDA was an Activator site for HIV and AIDS, and felt the need to respond to the issue of traditional male circumcision. LDA staff brought together traditional healers, nurses, surgeons and community members in a collective campaign to decrease no. of deaths to 0%	<p>DFT</p> <p>HIV/AIDS Core funding</p> <p>HIV/AIDS Coordination and support through the fieldwork model</p>
Qualified Paralegals	2 paralegals are in the process of attaining qualifications	In Citrusdal and Indwe, LDA members are registered at accredited learning institutions to obtain a paralegal qualification. They are working towards meeting the requirements for the Legal Practise Bill.	DFT
Partnerships are strategic and effective to bring capacity and resources to rural community responses.	Collaboration with NGO's to provide skills and knowledge to LDA	SCAT is working with AIDS Response to implement the Care for Caregivers and Wellness Programme for HIV and AIDS activator sites in Eastern Cape and Northern Cape.	
SCAT is facilitating access to access to markets to strengthen rural economic development.	Contracts with retailers eg. Pick 'n Pay supermarkets	<p>Nababeep received funding to purchase equipment to assist with their food security project.</p> <p>Port St Johns receives funding to expand project (bee keeping)</p>	

## What are we learning? What can we share?

Lesson learned		Story/Illustration	Tools/Resources
1	FRIS is a powerful tool to (a) promote the financial sustainability of LDAs, (b) stimulate the involvement of the local community and (c) market the work of LDAs.	Barkley East: FRIS made it possible to sustain the LDA office and buy a house	FRIS Evaluation
2	Capacity building enables/contributes to the transfer of skills to agencies and individuals. These skills are then applied even outside the SCAT programme.	Berlin: Start-up of own construction company by 3 HIV+ women  Elsabe in Port Nolloth	
3	In SCAT's field work model, mentoring and ongoing support to the LDAs (through personal connection and relationship) are vital for success.	25-year celebration testimonies	
4	Development is not an event; it is a process over time.	Prince Albert advice office had its ups and downs, so much so that SCAT almost ended funding. Today the Advice Office is running successfully independent of SCAT.	SCAT mentoring and capacity building
5	Building relationships with people in communities is of utmost importance. Networking/Linking are strong factors in success.	Masiphakameni has strong ties to the CCMA, Department of Labour, Black Sash, Rhodes Legal Clinic, etc. This makes their work shine.	
6	Continuity of people (eg. board members) is a good governance practice, and leads to better run organizations.	Nelspoort and Prince Albert Advice Offices have had strong continuity of leadership. They have been more successful than others at fundraising, operating, etc.	Capacity building  SCAT Requirements for Funding

## What are our emerging issues and challenges? What can we learn from others?

1	<b>Advocacy</b> How do we strengthen our advocacy work, as an alternative approach to social change, complementing the work of grant-making and capacity building? What are the interventions that are possible at policy-level, and how do we better use writing and research to stimulate policy-work and advocacy?
2	<b>Learning from the field</b> How do we continue to deepen our learning as staff at a head-office, or retain experience, in ways that remain true to the field experience, where we do not live, and are not based? Are there ways to immerse better in the local reality in order to learn more effectively?
3	<b>Learning and changing</b> How do we keep our organization flexible enough to shift and adapt to changing trends and experiences in health and development, and in the social, economic and political dynamics of our country?  Are there means available for joint-learning with like-minded people and organizations, and how do we maximize those opportunities when they become available?
4	<b>Networking</b> We need to build stronger networks, not only with people involved in similar work, but with people and organizations who are working towards a common dream (even though activities may vary). How do we go beyond networking towards shared purpose and shared vision amongst civil society organizations?
5	<b>Measurement</b> We can get stronger at measuring the impact of our work, and noting the changes that happen at a community level and individual level. What are the simple, uncomplicated, effective tools that can be used for monitoring, analysis and measurement of impact?
6	<b>Strengths-based perspective</b> How do we affirm development from an asset-based (strength) perspective, rather than needs-based perspectives that assume gaps and weakness in people and communities? In what way might we be contributing to a “poverty/handout” mindset by not working first from strengths within people?