



National Alliance for the Development of Community Advice Offices

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www.nadcao.org.za



# Committed to an independent and sustainable community advice office sector

## DIRECTOR'S FOREWORD



Nomboniso Nangu Maqubela, Interim Director of Nadcao

**Welcome to Nadcao's June 2013 Newsletter! This year has proven to be an amazing and challenging year for the Community Advice Office (CAO) sector.**

In line with the approved Sector Development Model, we are proud to say that the process of establishing an entity that will serve as the voice of the CAO sector has been initialised; the new structure will be known as the Association of Community-based Advice Offices of South Africa (ACAOSA). In conjunction with Nadcao (under a secretariat role), an executive committee has been selected to work closely with the establishment of the structure. 4 members from the National Working Committee will form the Executive Committee (EXCO), including Lucille February, John Moerane, Seth Mnguni and Nobuzwe Mofokeng.

The recognition and regulation of community-based paralegals as part of the wider justice network has not been consolidated, despite our significant investment in the process in 2012. Nadcao and the National Task Team on Community-based Paralegals, representing the National Working Committee, made a joint submission to the Portfolio Committee of Justice & Constitutional Development in July 2012. Nadcao and the National Task Team were not invited to attend the first round of public hearings, which took place on 19 - 20 February 2013, but appeared in front of the Committee in May 2013.

On the 9 - 11 July 2012, I was invited with Seth Mnguni of the Gauteng Paralegal Association to attend the African Regional Conference on Community-Based Paralegals in Kampala, Uganda. The outcome of the Conference was the Kampala Declaration on Community Paralegals, which reflected on the goal to seek wider government recognition in a paralegal's role in resolving conflict,

supporting access to state services and fighting corruption. The declaration called on African governments to accomplish three key tasks:

- recognise the role that community paralegals play in providing primary justice services;
- invest in the scale-up of paralegal efforts; and
- protect the independence of paralegals.

This year, we will focus on the development of strategic partnerships to ensure the sustainability of community advice offices and the services they provide to their communities. The round-table discussions on the development of a Community Advice Office Sustainability Fund, facilitated by the Technical Support and Dialogue Platform (TSDP), have their first product well underway. The project, the Business Case for Support, is currently being shared with potential partners. Nadcao will also work closely with the National Working Committees and the Executive Committee of ACAOSA to develop a communication strategy that will ensure that community advice offices are at the forefront of their own development, growth and sustainability. This year will also prioritise the investment of training programmes, so to influence the professionalisation of work by community-based paralegals and to improve the quality of services rendered by community advice offices. Our newsletter highlights three centres of excellence - Orange Farm, Relemogile and Lethabong Advice Offices - to provide our readers with concrete examples of how CAOs are making a difference in their communities.

At Nadcao, we are committed to an independent and sustainable community advice office sector.

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Nadcao is a registered Not-for-Profit Organisation that is currently governed by a Board of Directors

## A registered legal entity

In 2005, Nadcao was formed as an intervention by an alliance of civil society partners, supported by key donors including CS Mott Foundation, Atlantic Philanthropies and Foundation for Human Rights. These donors were concerned about the fragmented and weakened state of the community advice office sector. They began to initialise processes that would help secure long-term support to community advice offices as a sustainable way of ensuring access to justice within poor and marginalised communities.

Nadcao has operated as a hosted project of the Black Sash Trust since 2005 and was only registered as a legal entity in March 2012 (*registration number: 2012/060283/08 and NPO number: 104-280*). Nadcao would like to thank all those who made this move possible, including attorney Bowman Gilfillan for the pro-bono registration work and our partners and stakeholders. Following registration, Nadcao held its first official board meeting in September 2012.

Black Sash Trust, Truth and Reconciliation Commission, and Advice Office Forum. Through Marcella's leadership, the Black Sash works closely with communities to ensure that they understand and realise their socio-economic rights as enshrined in the South African Constitution.

Increased efforts within marginalised communities led to the establishment of Nadcao as a project under the Black Sash that seeks to ensure sustainability of CAOs.

Marcella has served and continues to serve as a member on many boards, including Pinelands Primary, Community Development Resource Association, South African Association for Academic Development, Social Workers Forum, Advice Office Co-ordinating Committee, Social Service Workers, and Desmond Tutu Peace Trust, to name a few.

## Meet the Board of Directors

National Alliance for the Development of Community Advice Offices



### Langa Mtshali

In 1989, Langa Mtshali worked at the Mdletshe Paralegal Office as a trainee paralegal. For three years, Mtshali immersed himself in community-based work before pursuing a law degree at the former University of Natal.

Following graduation with a B. Proc. degree, he became a trainer at the Community Law and Rural Development Centre (CLRDC), an organisation that had recruited and once trained Mtshali as a paralegal in 1989. Though no longer with the CLRDC, Mtshali served as the organisation's Executive Director where gained immense community development and organisational management skills. He serves on a number of boards as a non-executive member - including Nadcao and Peace Players International-SA - using his legal and technical expertise for oversight responsibilities.

### Marcella Naidoo

The involvement of Marcella Naidoo in the human rights field and more specifically, in the work of paralegal advice, dates back to the 1980s. Marcella has been involved with various organisations, including the



### Schalk Meyer



Schalk Meyer completed law school in 1967, finished his articles and was admitted as an attorney of the High Court in 1975. He practiced in a private practice until 1990 and later accepted a position at the former Potchefstroom University for Christian Higher Education as the Director of the Law Clinic.

Meyer continues to hold this position, though the University is now known as the North West University Potchefstroom Campus. Over the years, Schalk has taught courses at the Law Faculty including skills training and access to justice programmes.

Meyer's involvement in the paralegal sector began in 1993 and led to deeper involvement with the National Community Based Paralegal Association (NCBPA). He served as a board member of the National Paralegal Institute (NPI) and represented the organisation as a standing member of the Task Team on the Legal Practice Bill and SAQA Qualifications for paralegals.

He later became a member of the Steering Committee and currently sits on Nadcao's board. Together with Nadcao, Schalk played an instrumental role in the establishment of Access to Justice Clusters (Networks), which promotes free legal services to the poor in rural and remote areas as well as squatter camps.

Given the prominence of community-based paralegals within these clusters, Schalk has focused his time to enhance the role of paralegals and their impact within the community.



As it stands, the Legal Practice Bill (May 2012) does not include or mention the paralegal sector. This omission is viewed by the entire paralegal sector as a major setback in making justice accessible to the poor and vulnerable.

## The Legal Practice Bill: where are we now?



Nadcao believes that discussion surrounding the role of community-based paralegals within the wider justice system must incorporate issues of long-term CAO sustainability.

Prior to its closure, the National Community-based Paralegal Association (NCBPA) and its subsidiary, the National Paralegal Institute (NPI), managed to include community-based paralegals in the provisions of the draft Legal Practice Bill (2002) and the Legal Services Charter (2007). Since then, however, the Department of Justice and Constitutional Development has opted to exclude paralegals (regardless of commercial, state, academic or community-based paralegal status) from the current Legal Practice Bill announced by parliament in May 2012.

Nadcao and the Minister of Justice and Constitutional Development (DOJ&CD) have had several engagements to discuss the role of community-based paralegals in the broader legal fraternity. The Legal Practice Bill does not include or mention community-based paralegals, which the sector views as a major setback to making justice accessible to poor and vulnerable individuals.

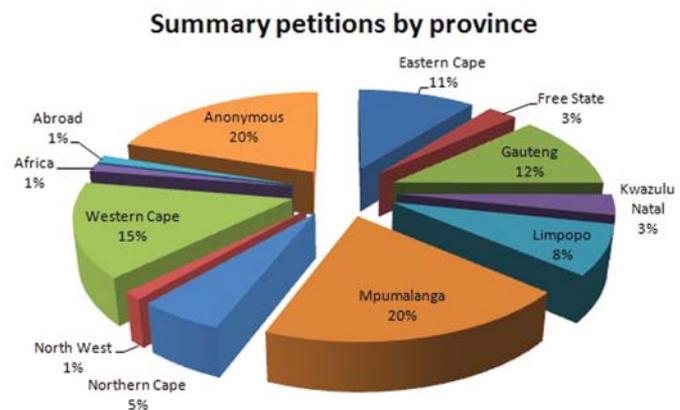
Along with the National Task Team on Community-Based Paralegals, Nadcao responded to this omission by holding road shows in various provinces in June 2012, urging government to include the paralegals in the Legal Practice Bill.

**Rather than featuring paralegals in the LPB 2012, the Committee has committed to prepare a report that will accompany the Bill and that will argue for a legislative framework to be developed for the regulation of paralegals.**

Nadcao and the National Task Team then prepared and submitted a joint submission to Parliament in August 2012. In February 2013,

other organisations were granted the opportunity to make a presentation to the Parliament Portfolio Committee on Justice and Constitutional Development. Nadcao and the National Task Team (NTT) were granted the opportunity to present their submission to the Committee. On 28 May 2013, Nadcao, together with the National Task Team on CBPs and supported by Adv. Anil Naidoo, made an oral submission to the Portfolio Committee on Justice and Constitutional Development. Rather than featuring paralegals in the LPB 2012, the Committee has committed to prepare a report that will accompany the Bill and that will argue for a legislative framework to be developed for the regulation of paralegals.

Our efforts to encourage the inclusion of community-based paralegals in the LPB 2012 has been most visible through the geographical spread of signatures from our online petition. Nadcao, and the community-based paralegals, appreciate the continuous support from concerned partners, both nationally and internationally. The broad reach of online petitions can be seen in our pie chart below:



The link to the online petition can be found at: [www.ipetitions.com/petition/community\\_paralegals/](http://www.ipetitions.com/petition/community_paralegals/). We encourage all our readers to sign the petition - it makes a significant difference!



The National Working Committee is formed and undersigned by Representatives from the 9 Provincial Advice Offices and/or Paralegal Associations / Clusters / Consortium duly mandated by their constituency members to establish the National Voice.

## The National Working Committees



Members of the Voice Working Committee

**Nadcao is on track to meet its goal of forging an institution-alised CAO sector by the end of 2013. The established roadmap for April 2012 to December 2013 obligates the sector to prepare the leadership for their eventual strategic and operational independence.**

The provincial forums agreed to establish working committees to ensure that the sector is ready to work independently and effectively by December 2013. Nadcao supported the formation of the two national working committees, namely the National Voice - an authoritative voice on issues affecting the sector - and the National Task Team on Community-Based Paralegals. The National Working Committee was formed by representatives from the 9 Provincial Advice Office Forums and were duly mandated by their constituency members to establish the National Voice.

### Partnerships

Over the past year, Nadcao has forged partnerships (on behalf of the CAO sector) with key stakeholders in order to further cement the goals and visions of the sector. The following partnerships are providing crucial support:



NATIONAL YOUTH DEVELOPMENT AGENCY

#### National Youth Development Agency

The National Youth Development Agency (NYDA) and Nadcao are working through a Memorandum of Understanding (MOU) to support 10 advice offices in 3 provinces (Gauteng, North West and Free State) to provide local youth office services. These services for young people include: access to jobs database, information on national youth service projects, internet access, business development services, micro-loan services and information and career capacity and bursary information.



#### Namati

Nadcao is participating in the Namati platform, an international organisation dedicated to legal empowerment. The organisation promotes the capacity of all people to exercise their rights and participate in the governance process. Namati played a key role in 2012 when it coordinated a gathering of more than fifty paralegal organisations from twenty African countries at the African Regional Conference on Community-Based Paralegals in Uganda.



#### Safety and Security Sector Education and Training Authority (SASSETA)

Nadcao is engaging with the Safety and Security Sector Education and Training Authority (SASSETA) to access its discretionary grant for the training of paralegals by one of SASSETA's accredited service providers.

The SASSETA discretionary grant aims to provide training and uplift people from rural areas, women, people with disabilities and young people. Once the partnership is confirmed and the proposal is approved, Nadcao hopes that people from the above mentioned groups are trained on paralegal studies. The South African School of Paralegal Studies, a SASSETA-accredited paralegal training provider, has accepted Nadcao's proposal to provide training once SASSETA provides funding. Other potential paralegal training providers include Rhodes University's Legal Aid Clinic, the Black Sash and Cape Peninsula University of Technology.

**Nadcao has forged partnerships with key stakeholders in order to further cement the goals and visions of the CAO sector.**



Two of the most crucial human rights problems in Orange Farm are access to justice and health care facilities in the area.

## Centre of Excellence Orange Farm Advice Office in Gauteng

### Background

The Orange Farm Advice Office was established in 1997 by French Catholic priest, Fr Louis Blondel, who first named the office the St Charles Lwanga Advice Office. Mr Bricks Mokolo is the current coordinator and has served as chairperson of the board since 1998. Since inception, the priest has secured international funding from the Order of the Missionaries of Africa and Foundation for Human Rights. The advice office operated until 2004 when a lack of funding forced them to close their doors.

Although the office shut down, community members continued to seek advice and representation from Bricks Mokolo on challenges such as electricity cuts and domestic violence. Realising the pressing need to make access to justice possible for the community, Bricks eventually re-opened the office in 2008 with funding from the Foundation for Human Rights. The official re-launch of the office came in December 2008 with contributions from the Department of Justice and European Union. The office has been operational ever since, working under the name Orange Farm Advice Office. The office is situated in Orange Farm, a township community 45 kilometers south of Johannesburg in the Gauteng province. Two of the most crucial human rights problems facing the Orange Farm community are access to justice and health care facilities in the area. The Orange Farm Advice Centre provides counselling, legal advice, consultation, referrals, mediation and information to the community on a daily basis (M to Fr, 08h00 to 16h30). Most cases involve labour-related matters, such as unfair dismissal, payment disputes and breach of contract, among others. The centre plays a crucial role in referring members of the community to relevant departments and partner organisations. As a result, the office has a strong success rate in addressing the needs of its clients. The centre's partnership with THETHA FM (a community radio station in Orange Farm) enables outreach to community listeners through basic paralegal advice offered during a weekly radio slot.

### Management Style

The centre hosts weekly staff meetings that oversee and discuss the planning, implementation, monitoring and evaluation of the core businesses of the centre. At larger committee meetings, the Coordinator

represents the nine members of the Orange Farm Advice Office management. The meetings offer the centre ongoing opportunities to evaluate its relevance and impact on the community.

The office has three fulltime staff members, including Bricks Mokolo (Coordinator), Sello Matitwane (Administrator) and Unice Motloung (Advisor).

### Casework Recordkeeping

Casework is manually captured in the casework booklet based on different case categories. The office has intentions of using the Centralised Case Management System (CCMS), but access to Internet has been a challenge. The low-tech preference makes the advice office less vulnerable to theft.

### Challenges and Opportunities

The following are some of the challenges faced by the office:

- Need for staff and board training;
- Radio publicity provided by THETHA FM has brought neighbouring communities to access services, leading to staff overloading;
- High crime rate within the community has led to stolen office property. Two break-ins in 2012 led to the installation of a security alarm;
- High rate of drug abuse in the community;
- Low literacy levels within the community and limited access to mass media limits people's awareness of their fundamental rights;
- As infrastructure is under-developed, basic needs like water, sanitation and housing are commonly unavailable; and
- High numbers of immigrants means that the population is in flux, causing excessive repetition of human rights awareness campaigns.

Despite these challenges, the advice office continues to play a crucial role in addressing Orange Farm's needs in partnership with THETHA FM, churches, schools, the local police station and clinic, Nadcao, FHR, the European Union and other funders and stakeholders. We have seen good response from members of the community to volunteer when the advice office runs large activities and campaigns.

**The advice office continues to play a crucial role in addressing Orange Farm's needs.**



Striking workers sought advice from the Orange Farm Advice Centre



An awareness campaign conducted for the International Day of Mental Disability



A recycling project for generating income run by the Orange Farm Advice Office



The Relemogile Advice Office works in partnership with a variety of different stakeholders including churches, South African National Civic Organisation (SANCO), Community Police Forum, NADCAO and other NGOs.

## Centre of Excellence Relemogile Advice Office in Limpopo



Domestic violence workshop organised by Relemogile AO

### History and background

The Relemogile Advice Office was established in 1993 by Albert Makwela, Frans Makwela and the late Peter Letsoalo. The office was founded as a response to Albert Makwela's experience of attending a paralegal training course organised by Lawyers for Human Rights in Polokwane earlier that year. The office began as a civic organisation advocating and fighting for the rights of the people, tackling domestic violence through campaigns and educating the community on their socio-economic rights. The office is located in Lepheane and covers the whole Mopani District in the Limpopo Province, including the following municipalities: Greater Tzaneen Municipality, Greater Letaba, Greater Maruleng and Ba-phalaborwa.

### Management Style

The advice office has a six-member management committee with Ngomani Phillip serving as Chairperson. There are three (3) full-time staff members: Makwela Frans, Coordinator; Makwela Albert, Paralegal; and Mashele Maureen, Administrator.

### Prevalent issues

The following issues are most prevalent for the Relemogile Advice Office:

- Consumer related issues;
- Labour related issues;
- Family related issues & domestic violence;
- Social Security;
- Land/ Housing;
- Home affairs;
- Justice/Safety and Security;
- Discrimination;
- Health; and
- Monitoring of service delivery, including SASSA pay points and service points, Home Affairs, and clinics.

### Systems

The advice office captures the cases manually and then transfers the data to the CCMS provided by Nadcao. However, the office has noted regular access to Internet as a main challenge to the system.

### Partnerships

The Relemogile Advice Office works in partnership with a variety of different stakeholders including churches, South African National

Civic Organisation (SANCO), Community Police Forum, Nadcao and other NGOs.

### Strengths and challenges

The following have been identified as the challenges and strengths of the advice office:

#### Strengths

- Staff are well trained in project implementation;
- Good support from partner institutions;
- The office has its own working space;
- Majority of basic infrastructure is available; and
- There exists no work duplication from other structures.

#### Challenges

- Insufficient human and financial resources to enable the advice office to cover the whole district;
- Inadequate roads make transport and commute inaccessible during the rainy season;
- Most of the community is illiterate, thus having limited knowledge of their rights;
- High rate of crime in the area; and
- Some traditional authorities do not understand the role of paralegals.

## CCMS Super User programme

Nadcao is in the process of rolling out the Centralised Case Management System (CCMS) to community advice offices in all provinces. The CCMS is a web-based system, which enables accurate capture of daily casework and other CAO programmes, facilitates the sharing of information between CAOs and broadens the reach of training programmes and best practice guides. Once in full use, the CAOs will be able to quantify its value to government and other stakeholders and contribute to the sector with meaningful data. Nadcao has identified one super-user of the CCMS in each province. Key responsibilities of the super-users include providing assistance in data capturing to advice offices throughout their province. The programme is currently being implemented in the provinces.

The following CAOs are already functioning as super-users: Eastern Cape, Phumeza Sibengile; Free State, Mapaseka Madonsela; Gauteng, Tebogo Marumo; Limpopo, Phineas Kopa; Mpumalanga, Ellie Nkosi; Western Cape, Tamlin Williams; Northern Cape, Dewald Salome; North West, Daniel Moerane.

Already, Nadcao is hearing reports that the CCMS is helping the CAOs work efficiently and effectively. Once the majority of CAOs are using the CCMS, there will be improved transparency and better communication within the sector. The CCMS should help to standardise CAO reporting, so that the gathering of statistics for donors and managers is quicker.



Lethabong Legal Advice Centre empowers rural marginalised groups on their rights and raises awareness of social issues such as gender-based violence.

## Centre of Excellence

### Lethabong Legal Advice Centre in the North West



Domestic violence workshop organised by Relemogile AO

#### Background

Lethabong Legal Advice Centre was formed in 2000 by paralegals Mr Tlali, Mr Hara and Mr Moerane and was later registered as a community-based public organisation in 2001. The office serves a community around Hartbeesfontein, near Klerksdorp. To begin, the founders solely mediated in social issues confronting the Lethabong community, but soon after, they saw the need to open an office and conduct awareness campaigns on issues like domestic violence, cultural oppression and labour disputes. For the last 10 years, Mr John Moerane has been the director of the advice office, demonstrating his commitment and passion for social issues in his community. The Lethabong office deals with roughly 50 cases on legal advice and mediation per month. Other cases are referred to partners such as Legal Aid SA, Pro Bono and Potchefstroom University Law clinic.

#### Management

The following people make up Lethabong Advice Office's management committee: Dr Petros Diale, Chairperson; Boitshoko Matlamo, Deputy Chairperson; Victoria Motle, Secretary; Maria Motlolo, Deputy Secretary; Seth Maumako, Treasurer and Joyce Dibatana, Coordinator. The committee meets three (3) times a year. Lethabong Advice Office is staffed by the following four (4) members: Mr John Moerane, Director; Elizabeth Morare, Administrator; Daniel Moerane, Project Manager; and Dipuo Poee, Secretary.

#### Values and Principles

The office's guiding principles include: honesty, serving people, respect for clients, adherence to human rights, commitment to our work, accountability and transparency.

#### Casework Recordkeeping

The advice office manually captures daily casework activity, but then enters the information into the CCMS.

#### Core Business

Lethabong Legal Advice Centre empowers rural, marginalised groups on their rights as citizens and raises awareness of social issues like gender-based violence.

#### Partners

Lethabong Legal Advice Centre refers clients to the following partners for litigation-related matters: the Law Clinic, Legal Aid SA, Probono.org and the Legal Resources Centre. Other agencies that work in partnership with the centre include the Human Rights Commission, Public Protector, Commission for Gender Equality, the Independent Police Investigative Directorate (IPID), AIDS Legal Network, Tshwaranang Legal Advocacy Centre, Sex Worker Education & Advocacy Taskforce (SWEAT) and other CBOs and NGOs. The centre also works closely with government departments, particularly the Department of Health, Department of Labour, Department of Home Affairs, Department of Justice & Constitutional Development and the Department of Social Development.

**Clients are encouraged to come back and keep the advice office informed of the progress on their case.**

#### Challenges

Below are some of the challenges facing the Lethabong community:

- Low levels of literacy, especially amongst farm workers;
- High levels of poverty;
- High rate of unemployment;
- High dependence on social grants; and
- High rate of divorce.

The Lethabong Legal Advice Centre faces these challenges alongside the community, but also is presented with organisational challenges such as insecure funding and unreliable telephone and Internet access.

#### Strengths

Since the Lethabong Legal Advice Centre has built a reputation in the community, it always attracts large audiences whenever a workshop is held. To accommodate those who work during the week, clients are welcomed to the director's home on weekends. Clients are encouraged to inform the advice office on progress of their case, helping measure the success-rate of cases taken on by the advice office. By monitoring effectiveness and efficiency in this way, the management committee is able to make informed decisions on how to best use their resources.



Lethabong Legal Advice Centre committee members



The CAO Sustainability Fund group was established to make the business case for CAOs; and to explore the possibility of a National CAO Fund that involves the pooling of government, business and donor funding.

## TSDP: Progress on the CAO Sustainability Fund



In November 2012, Nadcao interviewed Shaun Samuels of the Technical Support and Dialogue Platform (TSDP) to learn more about the Community Advice Office (CAO) Sustainability Fund. Shaun has been involved in this project from the outset as Director of the TSDP and was happy to shed light on the topic.

### Thank you for your time, Shaun. Please brief us on the CAO Sustainability Fund and the involvement of the TSDP.

The major challenge facing CAOs, as we are all aware, is the issue of financial resources. CAOs have proven to be one of the more resilient organisational types since their critical role pre-1994, when key emphasis was placed on trials without detention and combating unlawful imprisonment. The offices provided support to families of comrades who had fallen or who were incarcerated. They later mobilised legal support to fight the court systems that are inherently racist. Today, CAOs have evolved into organisations that remain small, community-based and focus on access to social justice. CAOs have extended beyond paralegal advice-giving services to embrace more holistic development approaches. In this regard, CAOs have become development facilitators in their own right, tackling a range of development challenges facing their local communities.

CAOs are surrounded by a number of support organisations such as the Black Sash, Social Change Assistance Trust (SCAT) and Foundation for Human Rights that offer their support through training, learning materials, finances and advocacy. Despite this invaluable support, however, CAOs face fundamental challenges when it comes to financial resources. CAOs are not alone in this challenge: most, if not all, NGOs and CBOs in the country face similar challenges. Resources have dwindled as the economic recession has prompted donors to downscale funding or pursue different interests.

The question faced by our sector is why should donors give funding to CAOs and not to other NGOs or CBOs? What is the added value of the CAO in the community? Do they really help to facilitate access to social justice? Are they community owned and are they responsive to the needs and aspirations of their communities? How do we make a case for the CAOs that deserve funding support, given the critical nature of their work as a frontline service, especially to the poor and marginalised?

In light of the above questions and to help make a business case for CAOs, the CAO Sustainability Fund group was established.

The fund group would also explore the possibility of a fund that involves the pooling of government, business and donor funding. The members of the group include the National Development Agency (NDA), National Lotteries Board (NLB), HIVOS, Atlantic Philanthropies, CS Mott Foundation, SCAT and FHR. Most group members contributed funds for three consultancies: the first will focus on making the business case (managed by Advocate Anil Naidoo); the second consultancy, which we have yet to award, will explore the most appropriate financial vehicle to house the funding (and explore issues like governance, distribution agency, financial stewardship, etc.); and the third consultancy will contract a writer to ensure that the business case and financial vehicle is written in an accessible and appropriate language. We recently held a national reference group meeting to hear the draft business case, which should be finalised soon.

### Thank you Shaun. So what are the next steps?

We have secured buy-in from the National Treasury, though they are waiting on the business case and financial vehicle proposals from Nadcao. Meanwhile, Atlantic Philanthropies has indicated that they may be able to challenge government with a ZAR 12 million grant if government can meet this exact amount. We need to get a department, such as the Department of Justice or Social Development, to rise to the challenge and put ZAR 12 million on the table - allowing a national fund to unfold of ZAR 24 million. We are hoping to have a National Treasury-convened meeting in 2013 that will bring together key donors to hear the business case and pledge their funding support. At the same time, we are advocating that CAOs start looking within their communities for support. This is based on the Assets Based (ABCD) model where communities leverage what they have (physical assets, finance, networks, skills, labor, time, etc) to help their local organisations.

We will conclude the research on the appropriate financial vehicle in 2013. This research will raise the following questions: Is there a need to create a new vehicle? Should the FHR or NDA be used as the agency of the Department of Justice to fulfill this goal? Who should govern this body and who should be the distribution agency for the funds? It is also worth noting that the National CAO fund is geared towards the CAOs themselves and not the support NGOs; this tactic creates demand amongst CAOs who now need to buy the services that they need.

The CAO Sustainability Fund is intending to have an extended donor meeting of its own within 2013. We are expecting sector representatives to attend the donor meeting, as well as the meeting convened by the National Treasury.

### Thank you for your time and discussion on the progress of the CAO Sustainability Fund.



**National Alliance for the Development of Community Advice Offices**  
451 Main Road, 502 Premier Centre, Observatory, 7780 • Tel: 021 447 6599 • Fax: 021 447 6560  
Fax to email: 086 697 4461 • Website: [www.nadcao.org.za](http://www.nadcao.org.za)

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