

Mahlathini AGM

October 2022

Agenda

1. Welcome and intros (Tim) (5)
2. Adoption of agenda and taking of minutes (Tim) (5)
3. Clarification of roles and functions of the board (Tim) (5)
4. Treasurer's report and evaluation of projects (Erna & Tim) (60)
5. Brainstorm and discussion - Thematic issues & strategic direction (Tim & Erna) (60)
6. Activity: Vision, and objectives (Tim) (10)
7. Activity: Organizational development (Tim & Erna) (40)
8. Close

Functions of the board

The board has the following roles and functions

- ▶ Manage the affairs of the organisation in accordance with the resolutions of the members
- ▶ Make decisions, and act on such decisions, which it believes it needs to make in order to achieve the objectives of the organisation
- ▶ Appoint an executive director to manage the day to day running of the organisation and shall further be party to employment of staff of the organisation
- ▶ Raise funds or to invite and receive contributions.
- ▶ Buy, hire or exchange for any property that it needs to achieve its objectives.
- ▶ Make by-laws for proper governance and management of the organisation and
- ▶ Set up sub-committees

The main role of the board is:

- keeping an eye on finances, including signing financial statements
- To oversee the director and be here when she needs support

Ensure the organisation is functioning properly

Oversee direction and vision of the organisation

Roles in the board

NPO and NPC- slightly different

► Functions of board members or directors include

- Chair person
- Treasurer
- Secretary

► NPCs need 4 directors

- Tim Houghton
- Dr Desiree Manicom
- Mazwi Dlamini (staff representative)
- Erna Kruger (executive director)

► New directors and board members are meant to be elected every 4 years.

Tim, Des and Erna fulfil the roles of chair, treasurer and secretary jointly - no specific designations

Erna has the mandate from the directors to manage MDF day to day including direction and finances

Is everyone happy with the present board ?

AGMs

The purpose of an Annual General Meeting (AGM) is to:

- Report back to stakeholders from the Office Bearers on the achievements and work of over the year.
- Make any changes to the constitution.
- Enable members to decide on the policies of the organisation.
- ▶ AGMs should be held annually

Vision

To support the harmonious living of people in their natural, social and economic environments in a way that supports and strengthens both the people and their environment.

Our vision is further to assist the rural poor to better their lives, to diversify their livelihoods and to face their challenges with resilience.

OBJECTIVES

- ▶ Design and implement innovative projects and programmes which promote collaborative, pro-poor agricultural innovation, working in partnership with other organizations and communities
- ▶ Work at the cutting edge of development methodology and process, integrating learning (training), research and implementation into new models and processes emphasizing synergy and integration

CASH FLOW STATEMENT MDF-NPO for the year ended 28 February 2022

	2022	2021
Net cash (utilised)/retained in operating activities		
Cash received from donors	4 020 764	3 542 504
Cash utilised from operating	(314 394)	(68 492)
Cash and cash equivalents at start	754 147	822 639
Cash and cash equivalents at end	439 753	754 147

STATEMENT OF COMPREHENSIVE INCOME MDF-NPC for the year ended 28 February 2022

	2022	2021
Revenue	2 640 783	1 878 931
Expenditure	(2 720 225)	(1 772 214)
Accounting fees	26 220	18 040
Bank charges	2 238	3 468
Net (deficit)/	(79 442)	106 717

- Between 2021-2022 used a substantial portion (>50%) of organisational reserves ~R462 330
- Reserves are built up slowly over time through surcharges on staff time and travel.
- *Should also be through consultancy*

Financial report

MDF income and cash flow:2022-2023											
			Jul-22	Aug-22	Oct-22	Dec-22	Mar-23	May-23	Jun-23	Jul-23	Aug 23-March 24
Funder	Area										
WRC_ESS	Bergville			R46 976,38		R44 313,00			R20 000,00		R62 864,50
ACT-Ubumbano	Bergville			R30 000,00							
WRC-DSSII	KZN,EC,Limpopo			R100 000,00		R100 000,00	R100 000,00			R133 000,00	R1 200 000,00
WRC-Sanitation	Limpopo				R53 550,00			R56 763,00		R36 949,00	
WWF_VWB	Bgvl	R556 500,00				R180 000,00			R240 000,00		R308 500,00
WWF_CRA	KZN,EC			R300 000,00							
MT_CA-SFIP	KZN			R39 308,82		R100 000,00					
SANBI-LCP	Bgvl		R28 880,00								
WWF_WSF	Bgvl										
SODI_GIZ	KZN,EC,Limpopo					R230 666,67	R230 666,67		R230 666,67		R1 782 784,00
HCRF	KZN				R510 629,00						
			R585 380,00	R516 285,20	R564 179,00	R654 979,67	R330 666,67	R56 763,00	R490 666,67	R169 949,00	R3 354 148,50
Funds presently available	R2 413 705,00										
Average monthly spend	R295 000,00										
Aug22-July23 monthly avail	R280 739,10										
Monthly deficit	R14 260,90										

NEW PROJECTS:

- SODI (Dec 2022-Aug2025) R4 877 300,00
- WWF - GTII (Feb 2023-Feb 2025) R3 000 000,00
- MT- SFIP (Dec 2022-Sept 2023) R700 000,00
- Groen Sebenza (Nov 22-Nov 24) R192 000

MDF Income and cash flow 2022-2023

Presently a monthly deficit of ~ R14 300, if no further funding received. MT and HCRF remainder not yet fully secured. If new projects come on board all will be well. If not have to re-plan and rearrange...

Area teams?
Where to save?
EC? And Limpopo?

PRESENT PROJECTS

MDF LEAD:

- ▶ MT-CA-SFIP: Adaptive research - Bgvl, SKZN, Midlands (2022-2023)
- ▶ WRC-DSSII: Dissemination and scaling of a decision support framework for CCA for smallholder farmers in South Africa (2022-2025)
- ▶ WWF_VWB: Bergville, CA, water access, rangeland restoration (2022-2024)
- ▶ SODI_GIZ: CbCCA, water access and solidarity economy (KZN,EC, Limpopo) - min 6 villages per province (3 new)

MDF COLLABORATION:

- ▶ WRC-ESS: Participatory mapping Bergville - UKZN (-2023)
- ▶ ACT-Ubumbano: Support for single mothers (Dec 2022)
- ▶ WWF-WSF: uThukela - INR (2022-2024) follow on from SANBI LCP

RECENTLY COMPLETED:

- ▶ WWF_GT: KZN and EC: CbCCA and local food systems (2019-2022)
- ▶ MT-CA-SFIP: Adaptive research - Bgvl, SKZN, Midlands (2021-2022)
- ▶ SANB-LCP: uThukela Stakeholder forum (2020-2022)
- ▶ HCRF: Solidarity Fund -UDM (May-August 2022)
- ▶ Amanzi Ethu: DUCT Eco Champs (August 2022)
- ▶ USAID: Resilient Waters Limpopo (November 2021)

PROJECTS IN DEVELOPMENT

- Groen Senbenza: internship
- Wild Trust: isiMangaliso EbA
- SODI: CbCCA, water access and solidarity economy (KZN,EC, Limpopo)
- WWF: CbCCA, water access and solidarity economy (Areas: ???)
- Aggregation concept: Hub for supply of inputs, marketing, training support in infrastructural development (funders???)

Successes and difficulties

- ▶ A very dedicated field team well focused on getting things done
 - ▶ Able to achieve substantial progress in very short periods
 - ▶ Skill of staff in CRA now coming to the fore
 - ▶ Clear positive outcomes for farmers being supported
 - ▶ Growing recognition by farmers and other stakeholders
 - ▶ Good discipline in expenditure and management of funds and petty cash
 - ▶
- ▶ Ageing vehicles - many breakdowns, waiting for repairs, no finances to replace
 - ▶ Field team over extended
 - ▶ Communication and coordination between staff not great
 - ▶ Use of systems for reporting and communication not done without constant reminders and pushing (whatsapp, monthly reports, VSLA summaries, market summaries, photograph submissions)
 - ▶ Field monitoring for quantitative data unreliable and not followed up (rainfall, runoff, trial layouts, planting, crop growth...)
 - ▶ Not enough mentoring and support for interns and local staff
 - ▶ Director unfocused at times - when traveling and under reporting pressure
 - ▶

- ▶ **OVERALL APPROACH:** Innovation systems development and participatory action research
 - ▶ Voluntary village based learning groups
 - ▶ Basket of prioritized activities and practices
 - ▶ Cyclical planning and review
 - ▶ Farmer led experimentation
- ▶ **VALUES:** Gender mainstreaming, equity, targeted support for the most vulnerable,.....
- ▶ **FOCUS AREAS:** Communal tenure communities in poorest rural areas
- ▶ **THEMES:** From food security to CbCCA, from rainwater harvesting to soil and water conservation,
 - ▶ Climate resilient agriculture (CA, agroecology, soil and water conservation, livestock integration), microfinance support (VSLAs and micro enterprise development), local marketing options
 - ▶ Adaptive research..... CA SFIP, DSS,
 - ▶ Networking: Adaptation Network, PGS-SA, Agroecology network,

EMERGING THEMES

- Eco champs
- Social justice
- Solidarity
- Local food systems
- Climate resilience impact
- Volumetric water benefit
- Community owned water infrastructure
- WASH
- Resource conservation
- Bulk loan funds
- PGS
- Multistakeholder forums: CA, water source forums,

**Strategic
Direction**

Strategic Directions

CONTINUE that worked well	STOP that didn't work well	START should be included
WHAT DECISIONS MUST BE MADE? <ol style="list-style-type: none">1. How do we do this?2. What trends do you see?3. What realities do you encounter that you feel are important?4. How could we incorporate these realities into our work?		

Vision

Objectives

- ▶ *Are you happy with current vision/objectives statement?*
- ▶ *What is missing? What else should be there?*
- ▶ *Can you expand on what's there?*

Organizational development

<https://www.youtube.com/watch?v=48VDzanZf9o>

Organizational development

Critical question 1:

- ▶ Think about the current structure of Mahlathini — is the current structure the best way to do our work? *Area managers and teams.*

Critical question 2:

- What other roles might there be and how do we organize ourselves to fulfill these roles? *Office, finance, field work*

IMPLEMENTATION FOCUS

- ▶ By area with a lead facilitator (Midlands, SKZN, Bergville, Matatiele, Limpopo)
- ▶ Organisational functions
 - ▶ MAZWI: Monthly time sheets and expenditure summaries by project invoice. Vehicles. *Weekly team meetings*
 - ▶ TEMA: Office equipment and stationary. *Oversee VSLAs.*
 - ▶ NQE: Strategic direction and implementation of microfinance: VSLAs, enterprise development, BLFs...
 - ▶ MICHAEL: *Coordination of teams and work, conflict resolution, networking, funding opportunities*

No support in fund raising, report writing, finances