

THE GROOTBOS FOUNDATION



15

YEAR REVIEW

2003-2018

Foreword

23 November 2020

Grootbos is exceptionally proud of the community and conservation work which has been carried out since 2003. The Grootbos Foundation has widened the impact of Grootbos, beyond the scope of being a tourism facility.

Our vision is to share the beauty and potential of the Cape Floral Kingdom which is celebrated and protected by Grootbos with the surrounding communities focussing on creating sustainable, nature-based livelihoods. This dream was made real with the creation of the Green Futures Horticulture College. We have been able to build on this vision and have implemented a number of key projects to build and uplift the Overstrand and greater Overberg Community through skills training, social enterprise development and sport for development programming, benefiting over 10 000 individuals annually.

The Grootbos Foundation remains responsive to the needs of the community, remaining highly adaptable and resilient even in the face of an uncertain future which 2020 has proven to be.

Coventry University is an independent and unbiased organisation, that we have contracted as an external moderator to measure the impact of the first fifteen years of impact of Grootbos Foundation. Our goal is to review the first 15 years of the Foundation, and to scrutinise whether we continue to make a meaningful difference in our local community.

We are very proud of the results and look forward to further developments in the years ahead.

Michael Lutzeyer

Chairman and Founder

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Acknowledgements

Thanks are due to a great many people who have enabled this report to be produced. These include:

The Grootbos Foundation's M&E 15 Year Impact Team - Lindsay Hanekom, Shitangshu Roy and Bennita Franke

The Grootbos Foundation Board; Michael Lutzeyer, Julie Cheetham, Sean Privett, Lean Muller, Xolani Msweli, Geoff Rothschild, Dr. Guido Brune, Vincent Mntambo

Nora Lanari, Zaitun Rosenberg, Rachel Fleener and Daniel Basubas who made significant contributions to the data collection and analysis which underpins this report.

Dr. Jill Timms, Dr. Kamilla Swart and Dr. Alessandro Merendino for their contributions to the evaluation of the Football Foundation of South Africa.

The Grootbos Foundation Team – whose dedication and passion have made this all possible!

The Grootbos Foundation Beneficiaries whose commitment and enthusiasm for the Foundation's work makes it all worthwhile.

And huge thanks to everyone who participated in the research underpinning this report, whether as interviewees, members of Focus Groups or through completing surveys.

Finally, we would like to acknowledge the financial support of the European Union Framework 7 Marie Curie International Research Staff Exchange Scheme Programme which supported the initial research into the Football Foundation of South Africa.

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Grootbos Foundation 15 Year Review

Executive Summary

As the Grootbos Foundation has reached its 15th year (2003-2018) it is timely to reflect upon the achievements made during that period. Therefore, the Foundation's Board of Directors commissioned a group of independent researchers, led by Coventry University (UK), to design and conduct a comprehensive review of the Foundation's work. The core objectives of this process are to:

- (i) better understand the social, environmental and economic impacts of the Foundation's work;
- (ii) identify areas for improvement and inform a strategic review of the Foundation's direction;
- (iii) ensure that ongoing Monitoring and Evaluation processes are set up to enable impacts to be more effectively tracked and evaluated in the future.

Over the years a huge amount of valuable data has been collected internally and also by external stakeholders, such as Universities who have delivered research into specific areas of the Foundation's work. This extensive quantity of prior monitoring has proven very valuable for the review team. A key contribution of the latter's work has been to systematically sort, file and assess this pre-existing data. This in itself is an important outcome as it will enable progress to be benchmarked for many years to come, as well as ensuring that the historical development of the Foundation is captured for posterity. Thanks are due to the Grootbos Foundation team whose efforts have enabled gap analysis and longitudinal evaluations to be undertaken.

The review is structured around the Foundation's three core programmes:

- **Green Futures**, following the initiation of the Green Futures College in 2003, a coherent programme has evolved through which much of the Foundation's conservation work is delivered.
- **Football Foundation**, which was started in 2008 and delivers sports for development programming and education programming to under-resourced communities and schools.
- **Siyakhula**, which started as the Growing the Future Agricultural and Life Skills College but has grown to encompass all income generating activities.

In addition, the review considers cross-cutting themes, such as **operational** issues, related to the management of the Grootbos Lodge and its relationship to the Foundation and finances.

A number of new data collection instruments have been undertaken in order to produce the review. These include: (i) a survey of Green Futures graduates who have subsequently worked for Grootbos; (ii) a survey of members of the Walker Bay Conservancy; (iii) focus groups with Football Foundation coaches and staff; (iv) interviews and departmental focus groups with Grootbos Foundation staff, (v) focus group with current Green Futures students; (vi) interviews with Green Futures Alumni; (vii) interviews with Football Foundation Alumni.

Key headlines from the findings include:

- Conservation achievements have been considerable and far reaching. Baselines for good practice have been set, embedded within the daily routines of the Lodge and Foundation and disseminated within the wider region.
- The Walker Bay Fynbos Conservancy is a highly successful initiative promoting conservation ideals in practical ways across the Overberg.
- The Green Futures programme significantly improves people's income earning opportunities. Analysis by McKinsey, indicates that people's earning potential is increased by 20%.
- Alumni consider that Green Futures has had very positive impacts upon their lives and that the Grootbos Foundation creates significant advantages for local communities.
- The Football Foundation has achieved extraordinary growth in numbers of participants (2810 in 2013 to 9651 in 2018) and the range of sports offered (principally soccer in 2013, now six other sports are routinely available).
- The impacts of the Football Foundation's work are considerable in terms of raising young people's esteem, improving their life skills and offering them life pathways away from drug abuse and gang cultures.
- The Siyakhula programme is a classic example of sustainability in practice due to the effective way that it draws together social, economic and environmental outcomes. For example, four Early Childhood Development Centres were supported in 2018 (176 children), whilst 1429 learners gained access to careers and entrepreneurship education during 2018.
- The Grootbos Foundation has been highly successful in terms of achieving revenue streams. Income in excess of ZAR 57 million has been achieved since 2003. This income has been managed efficiently with expenses over the same period equating to ZAR 54 million.
- Overall the Grootbos Foundation has achieved extraordinary reach and impact which can be quantified in many different ways. The mutually beneficial relationship between the Grootbos Lodge and the Grootbos Foundation has been pivotal in enabling these impacts to occur.
- The Foundation has developed an extremely dense network of influential contacts locally, nationally and internationally. Such social capital is a critical factor in driving the Foundation's success.
- The context within which the Grootbos Foundation operates is uniquely challenging and therefore it is vital that realistic, clearly defined targets are set within a carefully thought-out strategic framework.
- There is a need to consider how projects can be sustained into the future and what the precise role of the Grootbos Foundation should be as projects evolve.

The Foundation is clearly generating a range of transformative impacts across its three programmes. Collaboration with key partners, including donors, the community at large and the lodge, has been a key driver of its success. The work of the Foundation is an excellent example of holistic sustainability in practice, with achievements being evident within economic, social and environmental realms. Moving forward, it will be important for the Foundation to better define and focus its role, probably via more explicit linkage with the United Nation's Sustainable Development Goals. Succession planning is also an imperative in order to ensure that the core principles of the Foundation's work remain embedded in future practice and that the Foundation is able to maintain funding streams underpinning its activities. The Foundation's sustainability values and principles should be mainstreamed amongst the Foundation and Lodge's internal and external stakeholder groups.

Introduction

In the mid-1990s businessman, Michael Lutzeyer and his family made their first investment in the Overstrand district, purchasing a small farm on which bed and breakfast accommodation was developed. Lutzeyer's ambitions grew rapidly and in 1996 Garden Lodge was opened seeking to entice international visitors to enjoy the unique biodiversity and landscapes of the region. In the ensuing years the business has gone from strength to strength, with Forest Lodge being opened in 2006. Today the **Grootbos Private Nature Reserve (PNR)** is a five-star, multiple award-winning Fynbos and marine ecotourism destination. From its very initiation the business was predicated on environmentally friendly and socially responsible objectives. Conservation has been at the heart of the business's activities from a very early stage as Lutzeyer was awakened to the extraordinary but threatened biodiversity of the Cape Floral Kingdom with which the business operation was situated. Restoring and conserving the landscape and its natural inhabitants rapidly became a priority.

In 2003 non-core business activities were extended and a formal Grootbos Foundation was created as a focus for a range of activities seeking to promote conservation and sustainable livelihoods. This core philosophy linking conservation with social development initiatives has made the Grootbos Private Nature Reserve a world leader in terms of sustainable and responsible ecotourism. The scale and scope of the Foundation's activities has grown rapidly in the ensuing years embracing sport for development via the inception of the Football Foundation of South Africa and entrepreneurship via the Siyakhula programme. By the end of 2018 the Grootbos Foundation had reached over 30,000 beneficiaries, attracted income in excess of ZAR 57 million and itself employed 43 permanent members of staff to deliver and support its programme. The scale, growth and reach of this NGO, which is located in a relatively remote and socio-economically deprived corner of the Western Cape of South Africa, is quite extraordinary.

The occasion of the Grootbos Foundation's 15th anniversary was deemed an appropriate moment to reflect on its achievements and its challenges in order plot a strategically logical way forward for the next decade. Therefore, this review was commissioned with the following objectives:

- (i) better understand the social, environmental and economic impacts of the Foundation's work;
- (ii) identify areas for improvement and inform a strategic review of the Foundation's direction;
- (iii) ensure that ongoing Monitoring and Evaluation processes are set up to enable impacts to be more effectively tracked and evaluated in the future.

The report proceeds by outlining the socio-economic context within which the Grootbos Foundation has evolved, as this context defines the opportunities for action but also emphasises the ongoing external challenges that are faced. Each of the Foundation's core programmes are outlined and evaluated in turn. The report concludes by summing up the Grootbos Foundation's major achievements, outlining the challenges going forward and makes a series of recommendations to support the continued evolution of the Foundation's activities.

Context

Socio-Economic Geography

The Grootbos Foundation is located in the Overstrand Municipality, which in turn is located within the Overberg District within the Western Cape Province of the Republic of South Africa. Overstrand is located within a rural, coastal region around 150 kilometres from the metropolitan centre of Cape Town. The Municipality covers a land area of 1708km² with a population of around 100,000 people, which has been growing at a rate of 2% per annum. The Grootbos Private Nature Reserve is located in Ward 11, which is the geographically largest of the Municipality's 13 Wards. The Football Foundation

is located in Ward 2 which incorporates Gansbaai and Blompark, whilst Masekhane is located in the neighbouring Ward 1.

As the population growth in the Municipality is being driven by in-migration from the Eastern Cape, so there has been an ongoing shift in the population composition. The latest statistics (2016) indicate that the Black Africans represent 43% of the population (27% in 2001), Coloured people 29% (37% in 2001) and White people 28% (36% in 2001). Nearly a quarter of the population are children aged 0-14.

Whilst many areas of South Africa face even greater problems in terms of economic and social deprivation, there is no doubt that the context within which the Grootbos Foundation operates is challenging. There are high rates of unemployment, especially amongst under 25%, skill levels are low, poverty levels are high, the population is growing rapidly and there are a range of serious social challenges including drugs, gangs, domestic violence and high rates of morbidity. Whilst this means that there are almost endless opportunities to make positive contributions to society and the economy, these can very easily feel relatively small-scale in the face of the profound nature of the underlying problems.

Key socio-economic data for the Overstrand Municipality

Just over half the households in the Overstrand fall within the 'low income' bracket (annual income of less than R50,613). The matric pass rate for 2017 was 88.20%, whilst the matric dropout rate was 28.65%. Youth unemployment is 35%, which is slightly higher than the national average of 33% (StatsSA 2019). Unemployment in the Western Cape stands at 19.5% (2019), whilst the expanded rate is 22.7% (the respective stats for SA are 27.6 and 38%). Unemployment in the Overstrand was measured at 19% in 2016, higher than the Overberg statistic of 13.5%.

The Vision and Mission of the Grootbos Foundation

VISION of conserving the Cape Floral Kingdom and uplifting the communities therein

MISSION to conserve the unique Cape Floral Kingdom, the region we call home; and to develop sustainable livelihoods through ecotourism, enterprise development, sports development and education.

The Grootbos Foundation's overarching **objectives** are:

- Conserving, rehabilitating and protecting the natural environment of the Western Cape region, particularly the flora and fauna on Grootbos Private Nature Reserve and the Walker Bay region.
- The provision of education relating to indigenous horticulture, agriculture, conservation, ecotourism, greening and life skills education.
- Training and skills development for disadvantaged persons with the purpose of enabling them to obtain employment or become self-employed.
- Using sports and sports facilities as a tool for social integration, promoting healthy lifestyles for youth, and increasing environmental awareness and life skills amongst communities.

- Research, including ecological, educational, social and scientific research on topics related to our core programmes.
- Developing sustainable and innovative solutions to tackle the issue of food insecurity.

The Foundation seeks to deliver these objectives through three integrated ‘umbrella’ programmes:

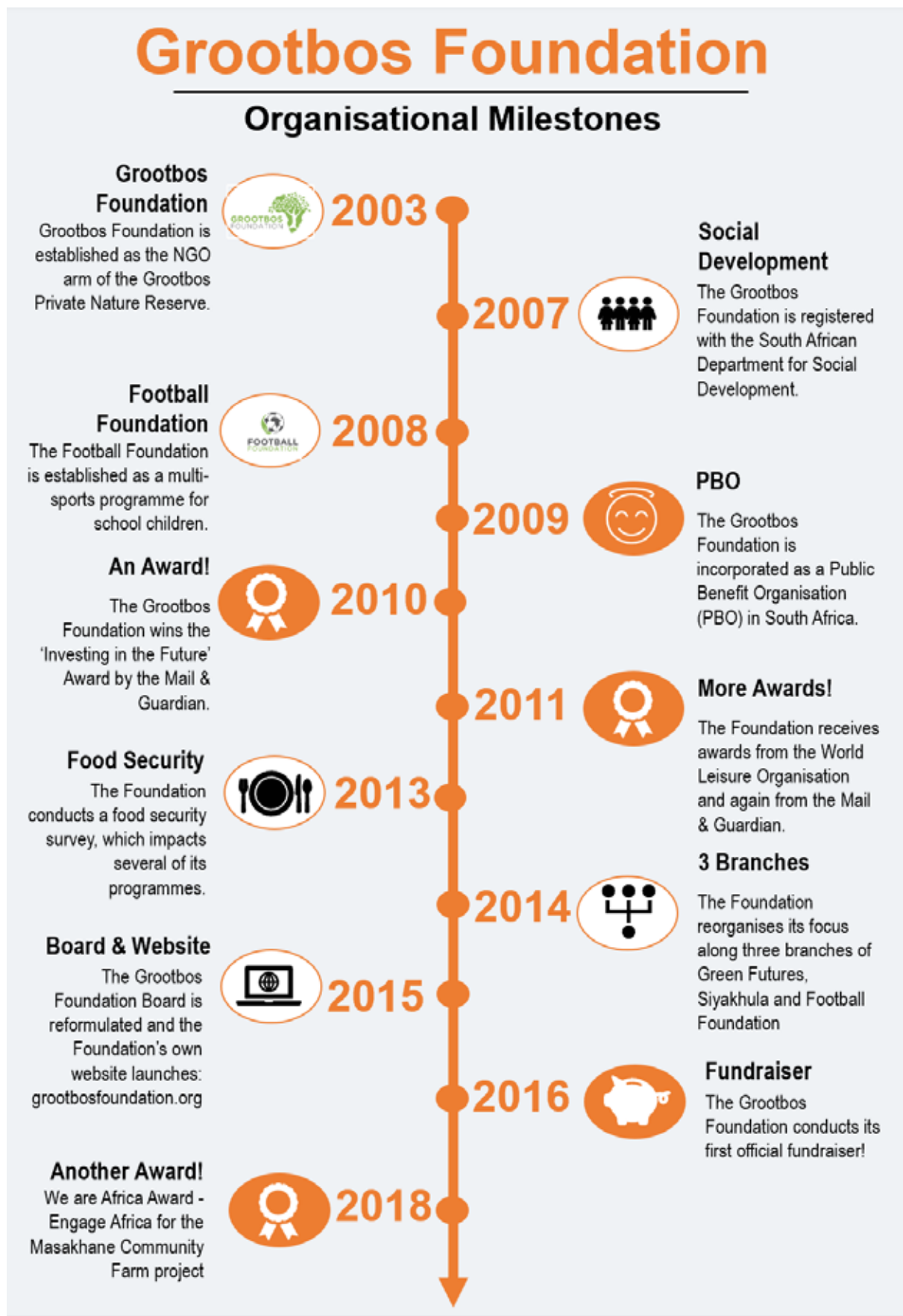
The **Green Futures programme** relates to all initiatives with a core conservation focus. These include award-winning ecological research projects, nationally accredited training courses offered through the Green Futures Horticulture and Life Skills College, the Green Futures indigenous nursery and alien clearing and indigenous tree planting projects.

The **Football Foundation of South Africa** was founded in partnership with the English Premier League in 2008 to promote sports and social development in Gansbaai, an area with high unemployment rates and few educational, recreational and developmental opportunities. The Football Foundation is a subsidiary of the larger Grootbos Foundation, aiming to uplift communities by empowering individuals through accredited skills training and leadership opportunities. It also works to promote education, health, social integration and participation through sports.

Siyakhula is an enterprise development and entrepreneurship programme. Many of the projects within this programme also have a dual focus on food security. Siyakhula, an isiXhosa word meaning “It is growing”, has evolved over the past decade since the first ‘Growing the Future’ agricultural training project, which taught farming, beekeeping and animal husbandry skills to local unemployed women; into a far more comprehensive and far reaching career and employability-driven enterprise creation initiative.

Key milestones in the evolution of the Grootbos Foundation are outlined in the timeline below (Figure 1):

Figure 1: Grootbos Foundation Timeline



Green Futures

Green Futures as a programme was established in 2003 when the Green Futures Horticulture and Life Skills College was set up. Conservation had been part of the ethos and practice of the Grootbos Lodge from its very inception and various activities were ongoing to promote conservation. The establishment of the Green Futures College provided a 'home' through which to formalise the various conservation focused activities that already existed. The core components of the Green Futures Programme include:

Ecological research is led by Conservation Manager Sean Privett and his team. Their role is to develop the knowledge base about fynbos landscapes and their complex ecosystems. Work is undertaken in partnership with Universities.

The **Walker Bay Fynbos Conservancy** was created in 1999 as part of an initiative to generate close working relationships with local property owners with a view to promoting conservation projects. The development of the Conservancy is a recognition that conservation cannot succeed through isolated actions – land managers need to co-operate and co-ordinate across regions.

Following a devastating fire in 2006 which destroyed much of the Milkwood forest on Grootbos reserve the **Future Trees** project was initiated. Using aerial photography from 1937 a plan was developed to regenerate the ecosystem. Using stock from Green Futures own nursely indigenous trees are continually being planted on the Reserve.

Alien Vegetation is arguably the biggest threat to the ecosystem in the region. Removal programmes are prioritised through links with the Agulhas Biodiversity Initiative. This work also offers employment to local unemployed people.

Horticulture and Life Skills College initiated in 2003 this project provides education and training to 8-12 unemployed adults each year. Graduates receive a nationally accredited (SETA) certificate in horticulture and can apply to do a further year as part of the (FGASA) field guiding level 1.

Training in **Hospitality skills** was introduced in 2015 based on the international programme Lobster Ink. Capacity building is offered to 10 females from the local community who receive 30 weeks of training which involves practical and theory components.

The **Indigenous Fynbos Nursery** is a commercial enterprise where students learn to propagate fynbos plants and indigenous trees. A landscaping service is also offered to local municipalities and private individuals.

Green Futures Conservation

The 2759 hectare Grootbos Private Nature Reserve falls within the Cape Floristic Kingdom, the smallest of the world's six floral kingdoms, which covers only 91 000 square km (0.04% of the earth's surface). The Foundation is actively involved in conserving the Cape Floristic Kingdom - a UNESCO world heritage site - through ecological research conducted on the Grootbos Reserve by Conservation Manager, Sean Privett, and his team. Grootbos Private Nature Reserve is situated on the Agulhas Plain in the heart of the Cape lowland fynbos. By 2018, 806 species of endemic fynbos had been documented growing there - six of which are newly discovered species, previously unknown to science. The aim of the Foundation is to go beyond simply fencing off areas to create floral reserves;

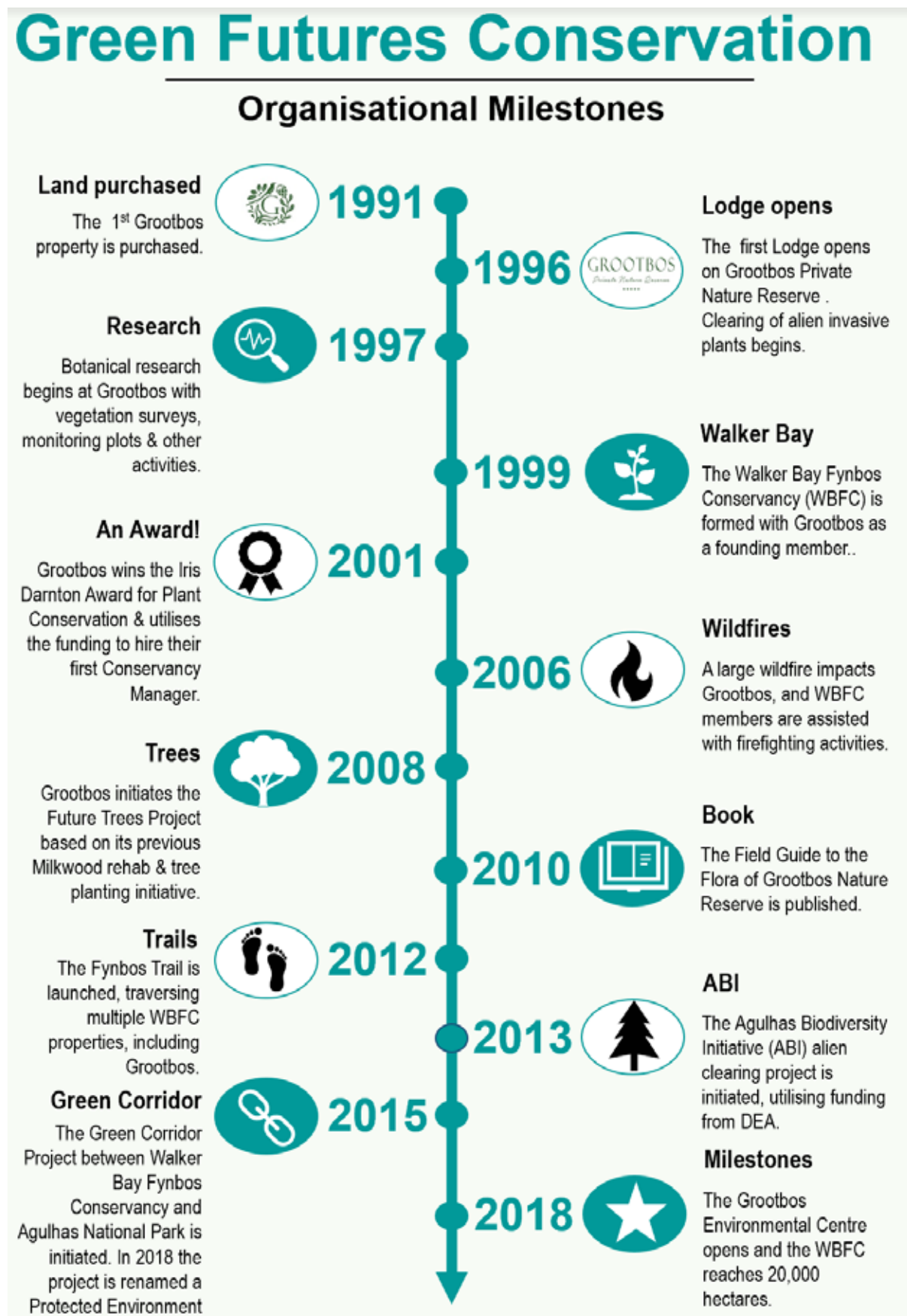
it is realised that the long-term survival of this unique habitat depends upon simultaneously assisting local communities to recognise the region's conservation value (and to engender a conservation ethic among them) and secondly, to create jobs which can sustain them (predominantly in the fields of ecotourism and indigenous landscaping). The Foundation is integrally involved in the continued conservation and restoration of the flora and fauna of Walker Bay region as a whole. The Foundation states that it is, *'passionate about showcasing this amazing part of the world and educating both local residents and the world about its value.'*

Five qualified **researchers** in various fields (botany, entomology, zoology, herpetology) are employed in order to conducting research on the reserve and within the wider area, especially amongst members of the WBFC. The focus upon conservation started in the early days of the development of the business due to the connection made between Michael Lutzeyer and locally-based ecologist Sean Privett. Their work is split between undertaking research to better understand the dynamics of the local ecosystem and using that knowledge to promote improved conservation practices. In terms of the former, research is undertaken to record the local biodiversity, which has led to the identification of new species, and also to investigate the research questions which enhance botanical knowledge. Important conservation work includes working to promote the activities of the WBFC and to engage with landowners. The creation of conservation corridors which connect protected areas is seen as a particularly important activity. In the longer run the creation of a whole ecosystem management plan which prioritises conservation whilst also contributing to the landowner's businesses is seen as an important step.

In 2006 a devastating fire destroyed large areas of ancient Milkwood forest found on Grootbos. **The Future Trees Project** was created with the aim of rehabilitating the afflicted areas, as well as other unique forested sections on the reserve. A scientifically devised forest rehabilitation project, not merely a tree planting exercise, uses the earliest aerial photographs (1937) from the region and compares the extent of the current forest to earlier sizes. From this a planting plan was developed planting plan to restore forests to resemble their previous incarnations. The trees used are grown in a nursery to ensure local genetic sources are maintained. Indigenous trees, including White Milkwood, White Stinkwood, Pock Ironwood and Wild Olive are propagated in this indigenous nursery. Since 2008 2711 indigenous trees have been planted through the programme. In 2013 385 were planted and in 2014/15 a further 461 indigenous trees were planted.

In conjunction with planting trees endemic to the region, the Foundation strives to **eradicate alien vegetation** in the Walker Bay Fynbos Conservancy. Thus far, more than R1.2 million has been sourced from the Department of Environmental Affairs for the successful execution of this project. These funds are administered by the Agulhas Biodiversity Initiative and are utilised for ongoing clearing of exotic invasive trees species from Grootbos Private Nature Reserve and surrounding properties. Sixty-one previously unemployed people from communities in the area are currently employed in this project, and a total of 6650 hectares of land has been cleared.

Figure 2: Green Futures Conservation Timeline



The principle (human) beneficiaries of the Foundation's conservation work are landowners who are able to better manage their land, benefit from enhanced ecosystem services, are supported in attracting funding and often better able to develop biodiversity-based income streams (such as eco-tourism). Members of the wider community benefit through job-creation as work (such as alien clearing, guiding and so forth) is directly and indirectly created for people in Gansbaai, Pearly Beach and Stanford. Members of the WBFC employ 420 permanent staff and 155 part-time/seasonal staff. Work is also created for young South African conservationists too – the job market is very tight so the opportunity to work at Grootbos is seen as very important. Furthermore, there are benefits created through environmental education programmes which reach out to local youth, such as the Football Foundation's Dibanisa. Of course, guests benefit too as their experience, knowledge and appreciation of the natural environment is enriched.

The challenges faced are considerable. In terms of the environment itself the encroachment of aliens is a massive issue as these plants crowd out indigenous species and alter the functioning of the wider ecosystem. The presence of aliens aligned to the impacts of climate change contribute to increasingly erratic fire regimes which impact negatively upon ecosystem regeneration. Access to funding is always a challenge taking up a lot of time, and therefore resources. In addition, shifting trends in funding priorities is also problematic as the 'flavour of the month' tends to change, whereas the core issues tend to remain constant. Getting the message across to landowners can also be difficult as every individual starts from a different position with respect to knowledge of, and commitment to, conservation. Working with government is also perceived as challenging due to bureaucracy and inconsistent delivery of policy.

Specific achievements identified by the team include:

- i) Significant land areas cleared of aliens and fynbos recovery.
- ii) Establishing the Walker Bay Fynbos Conservancy, which has facilitated network development between landowners, NGOs, the government and other research bodies. The Foundation has been a key driver for this Conservancy providing it with an administrative backbone and expertise that most other conservancies do not possess – the majority of the latter are 'purely areas which have been circled on a map' which only have the resources to 'clear aliens and fix fences'.
- iii) The establishment of the Grootbos Environmental Centre.
- iv) Getting conservation priorities enshrined in property title deeds, so that future landowners cannot transform the land. This ensures a conservation legacy such that current progress cannot easily be destroyed.

Conservation and Environmental Sustainability Footprints

Conservation and environmental sustainability objectives are core to the operations of the Lodge and Foundation. Management Information Systems have been implemented to monitor and improve impacts. For example, data is routinely collected and analysed:

- Waste - organic, compost, recycled, landfill. 61% of waste was diverted from landfill in 2018.
- Water extraction and usage. Grey water systems were installed to recycle water in 2018
- Fuel such as petrol, diesel, gas (target = 5% reduction annually)
- Energy usage and production. 52 025kWh of solar is produced powering the Foundation office and much of Garden Lodge.

Wildlife monitoring is an important element of the Foundation's conservation work. The installation of 36 motion sensing cameras has enabled research into the mammal fauna of Grootbos and the Walker Bay region. A detailed spatial understanding of species, their densities, ranges and movement

corridors is being developed through data collected via the cameras and other non-invasive monitoring approaches such as on-the-ground tracking. Such ecological monitoring is vital for informing conservation decisions and in mitigating human-wildlife conflict. For example, many species are persecuted as they are believed to be vermin; by monitoring and creating awareness amongst landowners the Foundation's conservation staff can help to reduce conflict between humans and wildlife. The Cape Leopard has been identified as an ambassador species helping to create conservation awareness. Conserving an apex predator, such as the Cape Leopard, assists with the conservation of all species in the landscape. Other species which have been observed for the first time within the Conservancy, include the Yellow Mongoose, Cape Fox, Steenbok and Bat-eared Fox.

Walker Bay Fynbos Conservancy Survey – key outcomes.

In 1999, Grootbos Accommodation played a pivotal role in bringing together a group of like-minded, conservation-focussed landowners to form the Walker Bay Fynbos Conservancy. By 2018 this had grown to 37 members and more than 18,000 ha of land under conservation. In 1999 The Walker Bay Fynbos Conservancy (WBFC) was created as a means to actively protect the region's fynbos. The Conservancy sees the collective pooling of resources of Grootbos and its neighbouring landowners to further the conservation of fauna and flora in the area. This inspiring co-operative project won the Iris Darnton Award for International Nature Conservation at the 2001 Whitley Awards in London.

A survey was undertaken in 2018 of WBFC members in order to understand their perspectives and priorities. This survey asked members about their level of familiarity with Grootbos Foundation programmes and projects, which include alien clearing and conservation management and therefore directly align with the priorities of the Walker Bay Fynbos Conservancy. Figure 3 below summarises the WBFC landowners' familiarity with these programmes.

Of WBFC members:

- 66% consider support with alien monitoring and full-up clearing to be extremely important
- 63% consider fire management to be extremely important
- 38% consider collaborative ecotourism activities to be extremely important
- 34% consider rehabilitation of land to be extremely important
- Many members like the genuine interest shown by the conservation team.

Figure 3: Familiarity of WBFC landowners with Grootbos Foundation programmes

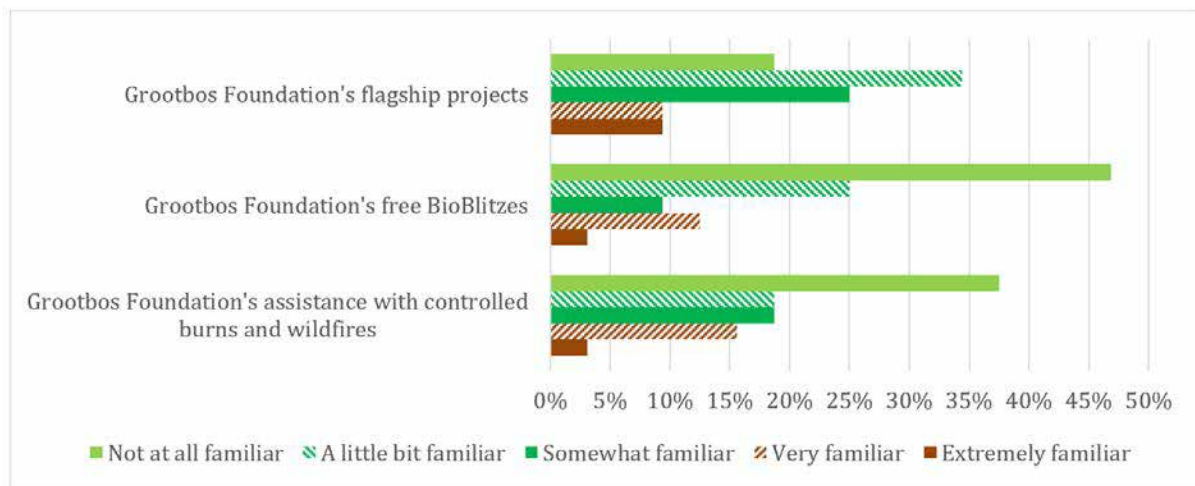


Figure 3 shows that many landowners are not familiar with these programmes, although they address some of member’s key conservation and alien clearing concerns. For example, only 3% of the WBFC members interviewed are extremely aware that they could get assistance for controlled burns and wildfires from the Grootbos Foundation, with 16% being very familiar, and 19% somewhat familiar. Similarly, only 3% were extremely familiar with the free BioBlitzes (one day of intense fauna and flora survey) the Grootbos Foundation offers, with 13% very familiar and 9% somewhat familiar. In both cases, most members are, therefore, relatively unfamiliar with these programmes. This is an area where collaboration and communication among members can be improved.

Many landowners joined the Walker Bay Fynbos Conservancy to better protect their properties and the Greater Walker Bay Area from different biodiversity threats. In the survey, the WBFC’s three most important conservation projects are (1) alien monitoring and follow up clearing (judged extremely important by 66% of respondents), (2) initial alien clearing (judged extremely important by 63% of respondents), and (3) fire management (judged extremely important by 63% of respondents).

This is followed by a desire to expand collaborative ecotourism activities, such as working together with other landowners to promote tourism to the area. Thirty-eight percent of the members interviewed thought this extremely important while another 34% said it was very important to them. This speaks to member’s desire to share the beauty of their area with others and also to gain an income from their conservation efforts.

A further important project led by the WBFC is the rehabilitation of land, which was mentioned by 34% of respondents as extremely important. Faunal and floral surveying and associated sustainable harvesting of wildflowers was also emphasised by members as important conservation projects led by the Walker Bay Fynbos Conservancy.

There was a narrow understanding of the WBFC’s mission (people tend to think mainly about ‘aliens and fire’).

Many landowners in the Greater Walker Bay Area joined the WBFC because of the organisation’s collaborative character and to achieve conservation targets beyond their individual farms. Consequently, the vast majority of respondents consider their membership of the WBFC to be beneficial. They particularly appreciate the support for alien clearing, working together with other like-minded people, sharing knowledge and expertise, and the ecotourism benefits, as highlighted by these quotes:

-
- *It's a drawing card for ecotourism and we enjoy being part of the conservation effort in the area.*
 - *Working in collaboration with other like-minded landowners has been very beneficial and supportive. We especially appreciate the ongoing efforts of the Grootbos Foundation.*
 - *It is beneficial in that we do not feel alone / isolated in our conservation work; great being part of an organisation that is united in caring for the environment, sharing their expertise and knowledge.*
-

There is, of course, scope for improvements. Many members state they need further support for alien clearing and with fire management. Others find that the WBFC has expanded quite rapidly since 2015, which has spread the organisation's capacity relatively thin. As with many non-profit organisations, financial and human resources are limited for the Walker Bay Fynbos Conservancy. This makes the effective implementation of projects more difficult.

Members see the WBFC as an ideal intermediary that can play a vital role in dealing with government for dealing with bureaucratic processes such as, applications for herbicides, applications for burning, applications for trapping pests, etc. Many members are not that as familiar with the WBFC and its services as might be expected. In particular, **members are often unclear about the overall mission and vision of the WBFC** and tended to think that the WBFC only focused on fire management and alien clearing. To better convey the benefits of being a WBFC member, it is suggested that the WBFC adopt clear and attainable goals every year in order to display small wins. Examples of these goals include:

- perform more Bio Blitzes
- increase the number of hectares cleared of invasive alien plants
- increase number of landowners added to the conservancy
- increase number of sites put under servitude
- increase number of hectares being conserved
- increase and communicate tonnes of carbon dioxide reduced
- increase and communicate litres of water saved

Each year, a review of these goals should be presented to WBFC members to show what progress has been made. By presenting their yearly progress, members will have a better understanding about what the WBFC is doing and where their membership fees are going.

Effective Communication with WBFC Members

The second theme identified was **that of communication between the Walker Bay Fynbos Conservancy and its members**. Many members mentioned that one of their favourite things about

the WBFC was when the management team showed a general interest in their land (e.g. put up camera traps on their land, had casual conversation about their land, etc.). Having good communication and showing interest in member's land can enhance the social bonds between the two parties. It also has a positive effect for landowners who gain a sense of pride in their land, and thus may be more inclined to conserve it. As such, improving this line of communication should receive more emphasis in the future. Most members thought that there should be some level of accountability within the WBFC and that members need to be held accountable to their actions around conservation. There is a need for a clear roadmap for the future of the WBFC.

Managing Director's viewpoint

'On the conservation side I am really chuffed at how the Conservancy has grown. The WBFC has really grown and we have managed to formalise what we are doing in a conservation space. Now we have a proper conservation team we support, supporting the efforts through the conservation team in a well-resourced way and that is really through the generosity of Grootbos how that has happened. But it is so structured now, we know what research we are targeting. We know what corridors we are targeting. Every year making inroads into it. It is very hard to do that as a private entity, its expensive and you have got to have so many people calibrating. So, I really proud of what they have achieved there.' Julie Cheetham, Managing Director, Grootbos Foundation.

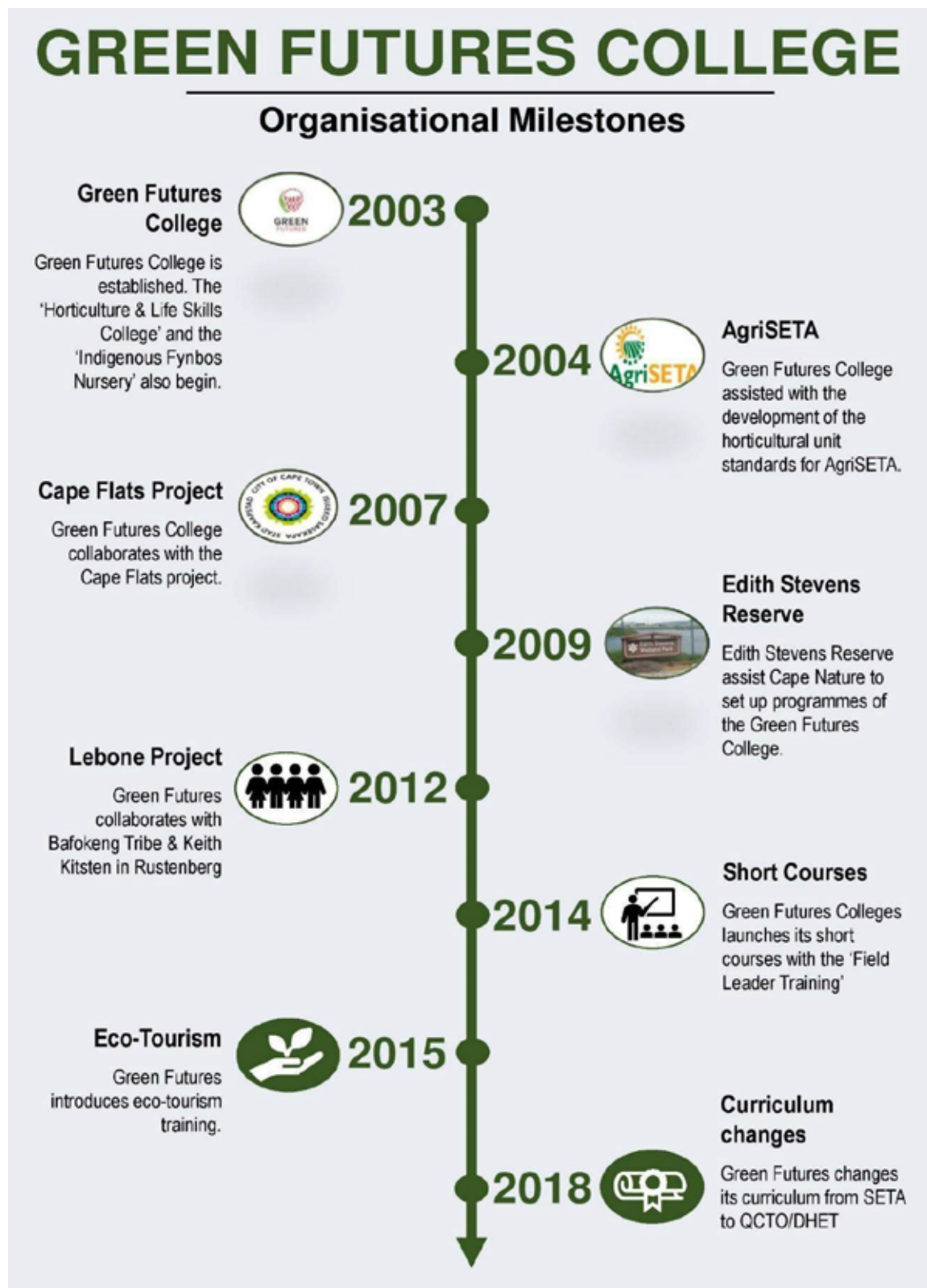
Thoughts for the future...

'From a conservation perspective I hope (by 10 years) we will have played a role in formalising a protected area in Walker Bay and corridor between Walker Bay and Cape Agulhas. And to be able to do that then we have achieved a lot. Consolidation of this area, so there really is a legacy and conservation and strong partnerships and collaborations between the players in the landscape.' Interview with senior Manager Foundation, November 2019

Green Future College

The Grootbos Foundation's Green Futures College was established in 2003 to provide conservation related training, initially, Indigenous Horticulture and Landscaping training, along with life-skills, to members of the local communities surrounding the reserve. An indigenous plant nursery was also set-up as part of the development of the College. Training is provided to 10-12 unemployed, local young adults each year, giving candidates the skills and confidence necessary to market themselves and become employable, while at the same time contributing to the conservation and promotion of the region's unique biodiversity. The fully accredited (AgriSETA) course in Horticulture combines essential life skills like personal finance, business skills, computers, driving and health education with knowledge of environmental and conservation issues, and skills of horticulture and landscaping. On completion of their course, the students are placed in employment. In January 2015 Hospitality and Eco-Tourism-related courses were added, with an additional 20 – 25 beneficiaries per year gaining qualifications in 2015 and 2016. These are shorter courses (6 months), and accredited by private international service provider, Lobster Ink.

Figure 4: Green Futures College Timeline



Evaluation of the Green Futures courses

Green Futures has offered four distinct courses which between them have provided training for 205 individuals. Around two-thirds of these participants have been male and most have been young (under 30) black people. The majority of participants have gone on to find work with a relatively small number being unemployed upon completion.

The **horticulture course** is the longest running of Green Futures courses. It has attracted 152 participants, of whom 118 have been male and 143 have been black. The vast majority of participants have been aged 20-30. The course has been very successful at preparing people for employment. According to the available evidence only 7% of alumni are recorded as unemployed. Fifteen percent have gained work at Grootbos and 46% have employment elsewhere, which is the highest rate for the 4 courses offered through Green Futures. The **housekeeping course** has attracted 31 participants, of whom 30 are women and 29 are black. Two thirds are under the age of 30. Only 6% were unemployed after taking the course, with 52% going on to work at Grootbos. The **food and beverage course** has so far trained 12 people, all of them black, ten of them being female and most of them under the age of 30. Most of them subsequently found work with 2 being unemployed. The **guiding course** attracted 13 individuals, ten of whom were male. Six trainees were Black, four Coloured and three were White – the only course which enrolled white people. Eight of the trainees were aged 20-24. Five people did not complete the course. Of the remainder the majority went on to find work, including 2 who went on to work for Grootbos.

Figure 5: Employment status

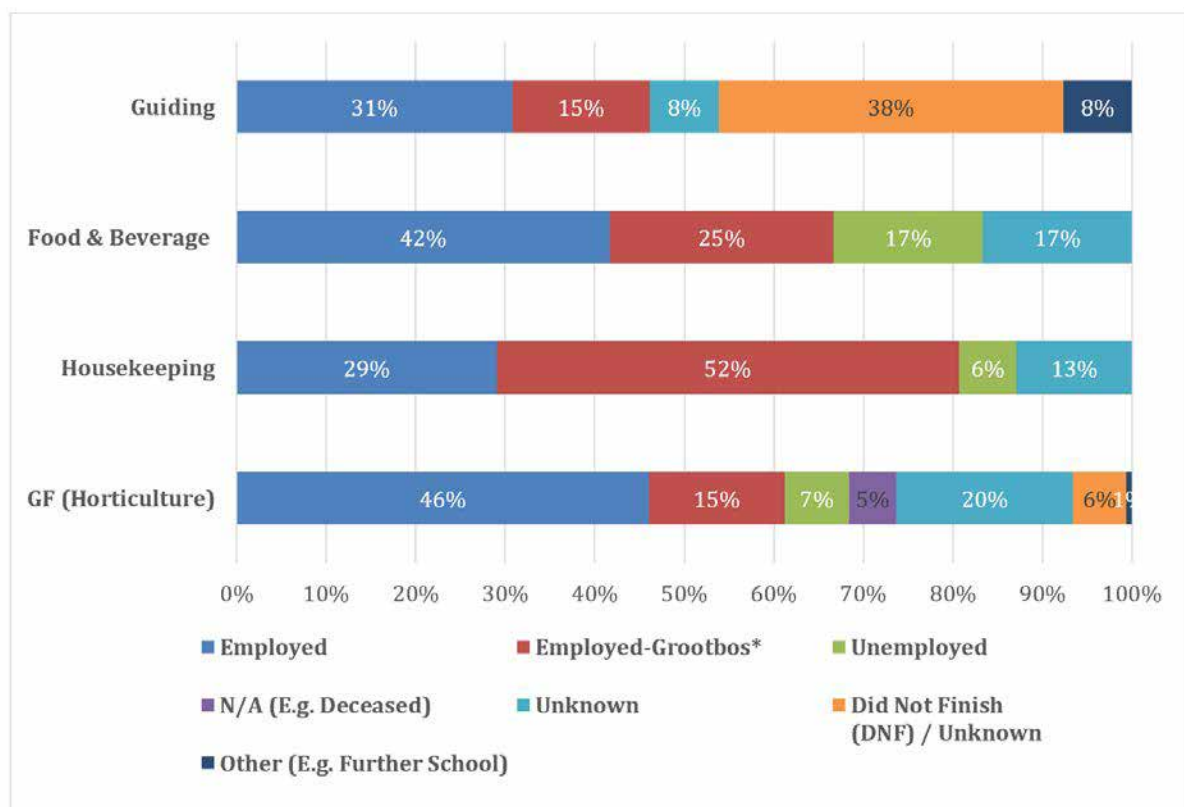


Figure 6: Demographic characteristics of horticulture course alumni

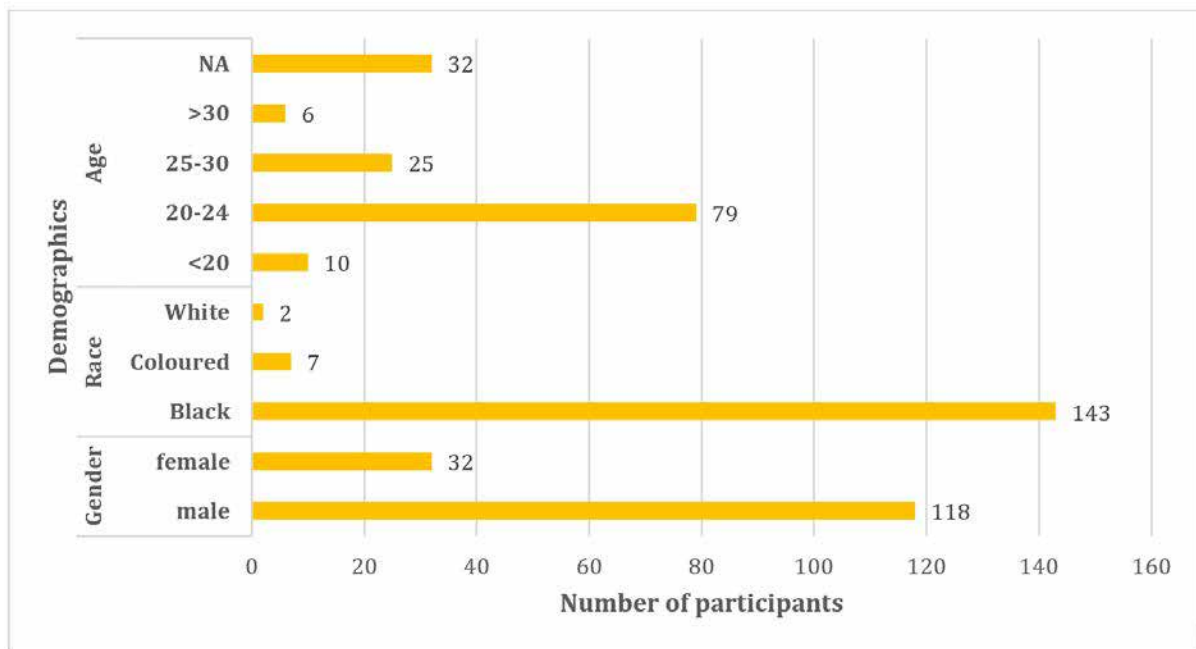


Figure 7: Demographic profile of housekeeping course alumni

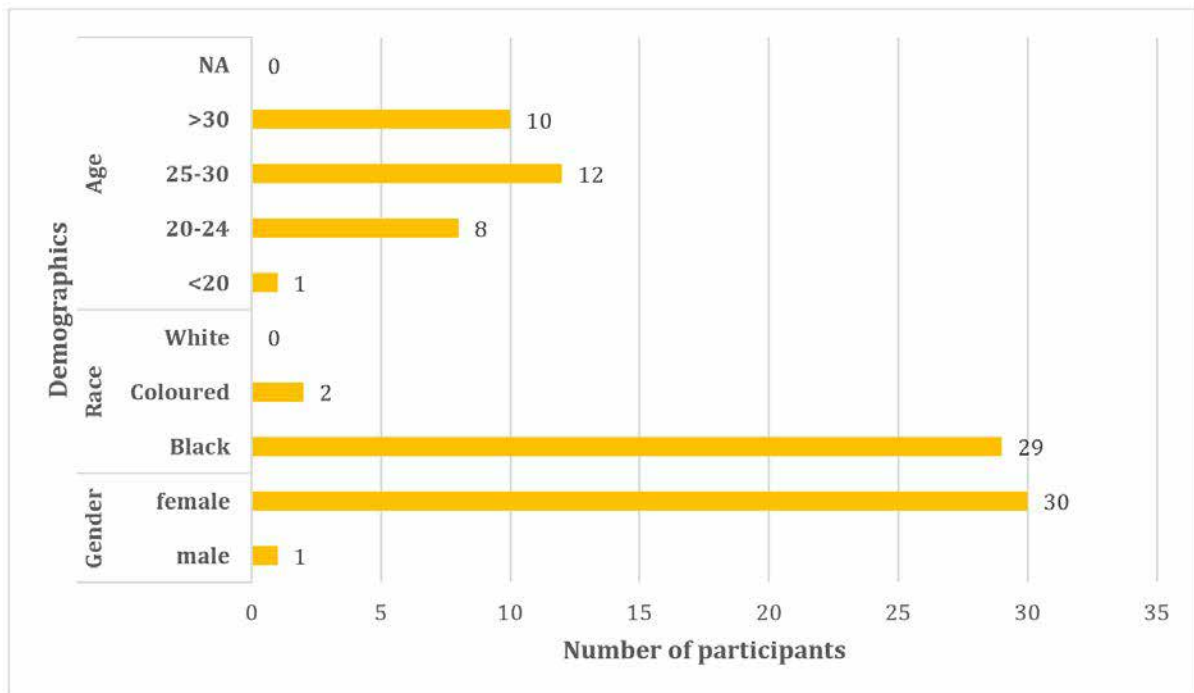


Figure 8: Demographics of food and beverage course alumni

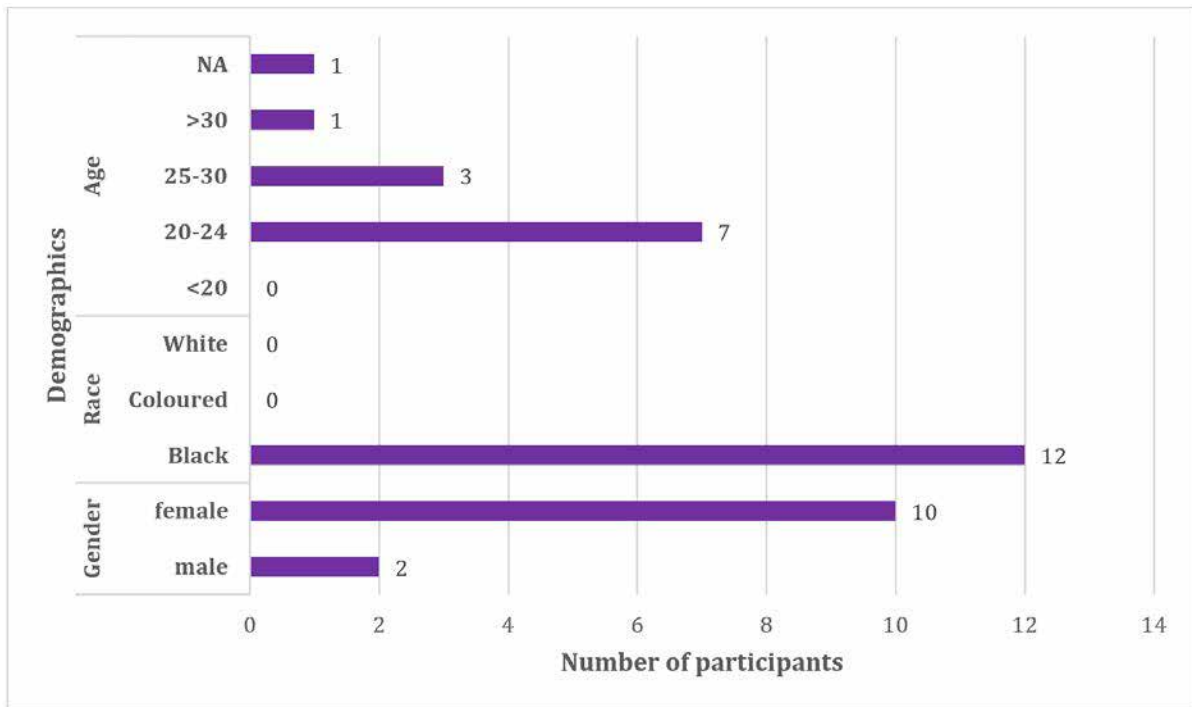
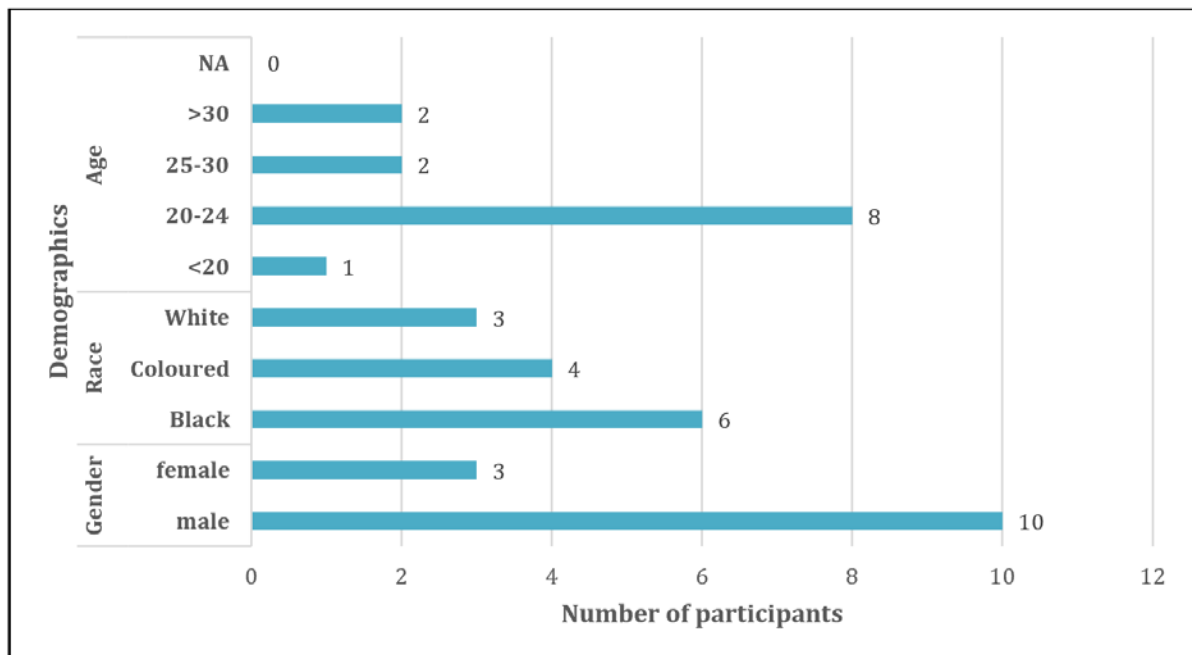


Figure 9: Demographics of guiding course alumni



Survey of Grootbos Employees who have been part of Green Futures

Thirty-two employees of Grootbos who have studied with Green Futures were surveyed during 2019. The objectives of the survey being to better understand the long-term impacts of participation in Green Futures in terms of people’s employment and social circumstances. In essence, the core question was: does Green Futures make a discernible difference to individual’s lives?

The majority of the respondents were female (59%), aged 20-39 (94%), Black (88%) and live in Masakhane (81%). Most (70%) had started at Green Futures in the last 4 years, although it is interesting to note that 7 people started at the Foundation 10 or more years ago, which is a testament to its long lasting impacts. Seven people were already working at Grootbos when they started with Green Futures, the remained either began their work during or after their studies.

Horticulture (41%) and Housekeeping (28%) were the most popular courses undertaken by this group of people. This reflects in the jobs that people undertake at Grootbos – 31% work in Housekeeping, 25% in Gardening/landscaping and guiding. Waitress and catering work are the other significant jobs representing 28%.

Q1: What is your gender?

| Male | Female | Prefer not to say | Total |
|------|--------|-------------------|-------|
| 12 | 19 | 1 | 32 |
| 38% | 59% | 3% | 100% |

Q2: What is your age?

| Less than 20 | 20-29 | 30-39 | 40-49 | Total |
|--------------|-------|-------|-------|-------|
| 1 | 14 | 16 | 1 | 32 |
| 3% | 44% | 50% | 3% | 100% |

Q4: Where do you live?

| Masakhane | Blompar k | Stanford | Gansbaai | Total |
|-----------|-----------|----------|----------|-------|
| 26 | 4 | 1 | 1 | 32 |
| 81% | 13% | 3% | 3% | 100% |

Q3: What is your race?

| Black | Coloured | Total |
|-------|----------|-------|
| 28 | 4 | 32 |
| 88% | 13% | 100% |

Q5: What job(s) do you do at Grootbos?

| Gardening/Landscaping | Porter | House keeper | Waiter/ Waitress | Chef / Kitchen Staff | Manager/ Supervisor | Independent Contractor | Guide | Gardening, landscaping, Guide | Gardening/Landscaping, Porter | Total |
|-----------------------|--------|--------------|------------------|----------------------|---------------------|------------------------|-------|-------------------------------|-------------------------------|-------|
| 6 | 2 | 10 | 6 | 3 | 1 | 1 | 1 | 1 | 1 | 32 |
| 19% | 6% | 31% | 19% | 9% | 3% | 3% | 3% | 3% | 3% | 100% |

Q8: What courses have you completed with Green Futures?

| | | |
|---|-----------|-------------|
| Horticulture Course | 13 | 41% |
| Food & Beverage | 3 | 9% |
| Housekeeping | 9 | 28% |
| Horticulture Course, Food & Beverage | 2 | 6% |
| Horticulture Course, Guiding | 1 | 3% |
| Housekeeping, Food & Beverage | 4 | 13% |
| Total | 32 | 100% |

Perceived Impacts of Green Futures

Respondents views on the impacts of their participation in Green Futures are overwhelmingly positive. Fifty-six percent stated that their financial situation had benefitted from a big positive impact; eighty one percent felt that their knowledge and skills and self-esteem had benefitted in a major way. It is also heartening to note that 75% said that there has been a big positive impact upon their views about environmental sustainability.

Eighty-seven percent believe that Green Futures has given them better job prospects than their peers, whilst 97% agree that the skills they have learned are transferable beyond Grootbos. The broader benefits of the Foundation's work are also appreciated, with 41% strongly agreeing that they are seen as a role model in their community and 79% agree or strongly agree that the community benefits from the Foundation's work as a whole and 85% agree or strongly agree that the Foundation is viewed positively by the wider community.

'A lot of landscaping is being done at the lodge. Within the Green Team, a lot have come through GF school. For example, take J. (name not mentioned). We rely on J. so much. He started on the Green Team and now has his own business, contracting for Grootbos now and is amazing. So, the impact of horticulture course has been amazing. The students do a lot of landscaping projects for Grootbos as part of their training, and to actually rely on somebody who knows how to do planting properly is invaluable. Thus, there is a practicality about it (the lodge supporting the horticulture course at the college). As well, the sustainability of the nursery is very importance, since Grootbos can access those plants. Grootbos does a lot of landscaping annually and clears massive areas, so to be able to source all the plants from the nursery is a big help. Although note that Grootbos does still pay the price for those plants, and so is not getting them for free. Similarly, the lodge also gets first pick at the farm for its produce, but this also comes at a price.'
Grootbos Lodge senior employee contribution to Focus Group, September 2019.

Figure 10: Participant's perceptions of the impacts of Green Futures and the Foundation

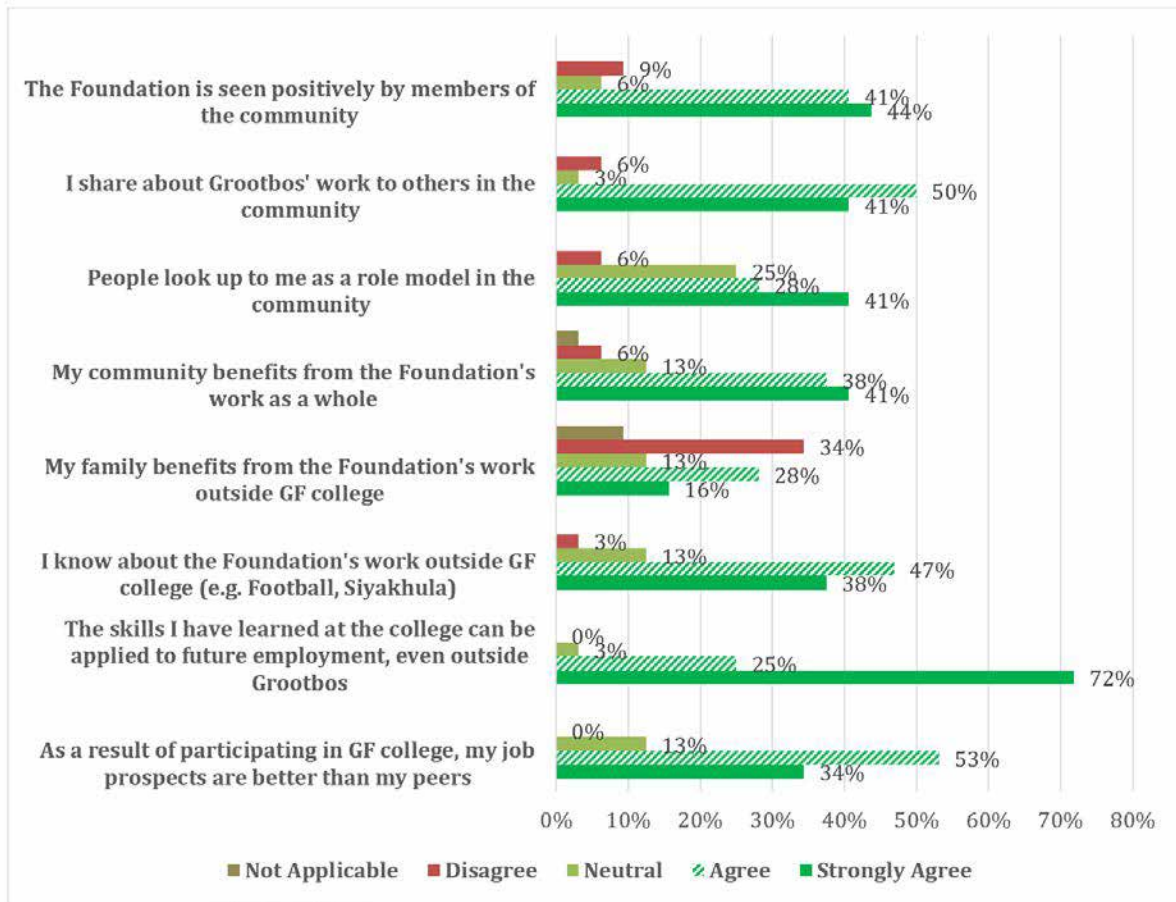
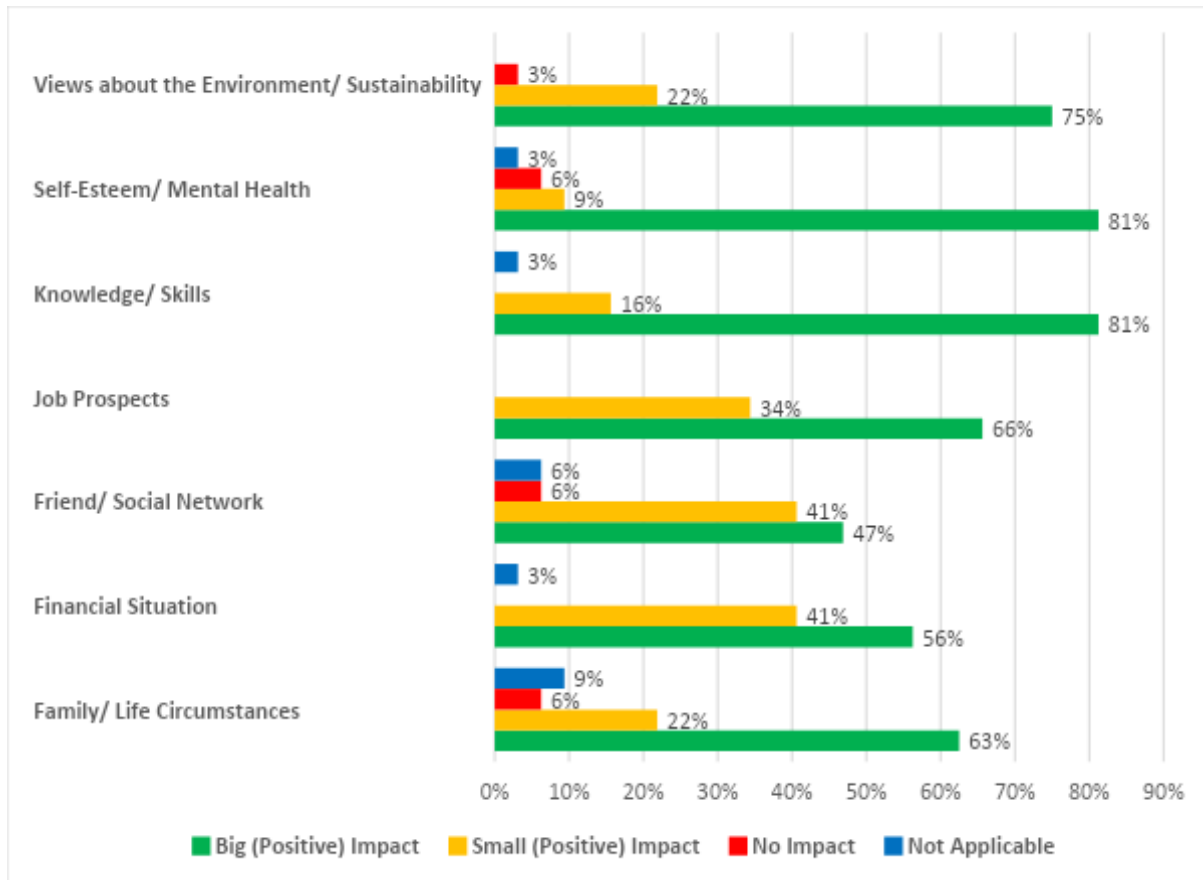


Figure 11: Grootbos employee's (Green Futures graduates) perceptions of the impacts of the Foundation upon them



Therefore, it is fair to conclude that alumni who currently work for Grootbos Accommodation are strongly of the view that Green Futures has made a marked difference to their financial and social quality of life and their overall life chances. Beyond, this they perceive that that the Foundation enjoys a strong reputation in the local community which reflects the contributions the Foundation makes.

In addition to the survey of employees, a small number of face-to-face interviews were undertaken with Green Futures alumni with a view to gaining more far reaching insights into their experiences and the impacts of their involvement with the programme. Three of these individuals have successfully moved into work whilst five are currently unemployed. The interviews conveyed an overwhelming sense of the shift in opportunities that Green Futures creates for individuals: ‘Green Futures opens door to study and further skills’; ‘it develops you. Your education and skills increase which raise your levels of employability’; involvement in the programme allowed me to gain a level of independence; confidence and trust. Green Futures strives to create active leaders’.

‘It (Green Futures) has made a massive difference. There have obviously been a few disappointments but you will always get that in life. But 80% of the people who have been through that course have done well. For 80% it has been life changing. More confidence, basic things, not so much the technical stuff, the ability to communicate. The life skills part of the project has been invaluable.’ Interview with Foundation Senior Manager, November 2019.

As part of the research interviews were conducted with currently unemployed alumni. These discussions brought home the extremely harsh realities of life for people who live in an area with very limited opportunities and who even when in work live on the fringes of poverty. The set of pressures faced by people in these circumstances are extraordinarily challenging. All the respondents were fulsome in the praise for Green Futures and the development opportunities it had afforded them. They had all felt immense rewards during their studies as they enjoyed what they were learning about. Each had gone on to work for Grootbos. Unfortunately, three had lost their jobs owing to mistakes of some form they made as individuals, whilst two others had left (under pressure from their families) in order to take up jobs in fishing that were more highly paid. As it turned out these jobs were not available for long. All five are currently unemployed and have had no success in finding alternative work, despite the presence of Green Futures on their CVs. During the interviews the individuals described vividly how involvement in Green Futures and subsequent employment had given them status and security. However, not being in work has reversed their situation. They talked about how they are ridiculed by others as 'drop outs', have had to do anything in order to survive and suffered depression. The shift from being someone who supported their family to being a burden had a profound impact on their sense of self. All five broke down in tears during the interview. A sense of having let down the Foundation by not being successful was also apparent. Having committed to the Foundation they also become a target for scorn from others.

The sad experiences of these individuals highlight the extremely challenging context within which the Foundation and its staff operates.

Summary

Overall the activities of the Green Futures College can be considered a resounding success. The programme has become firmly established since its initiation in 2003 and has grown to incorporate more courses, providing opportunities for a greater range of people. The work of the College has clearly interfaced effectively with the Lodge, providing a flow of trained employees and services. The catalytic impacts upon individuals have been considerable not only providing them with clear career pathways, but also opportunities to broaden their horizons and achieve greater independence for themselves and their families. According to calculations undertaken by McKinsey Consultants, the lifetime economic value-added for each successful Green Futures graduate equates to circa ZAR130,000 (see Cheetham, 2017 p.17). This outcome can be compared with ZAR50,000 cost of educating each student. Importantly, the activities of the College are helping to grow the local economy, not just to place more qualified individuals in mundane jobs. The focus on skills and entrepreneurialism helps to build and develop the local economic base. It is not, of course, a one-way story of pure success. There have been cases that have not worked out so well. This is inevitable. However, the level of overall success within such a challenging socio-economic environment is considerable.

Football Foundation of South Africa

The most high-profile aspects of the Grootbos Foundation's activities take place under the umbrella of the Football Foundation of South Africa (FFSA)¹ which grew from Michael Lutzeyer's concerns about the lack of formal sports facilities available for the majority of people in the Gansbaai region. The announcement that the 2010 FIFA World Cup™ would take place in South Africa provided the stimulus for his idea of developing a multi-purpose sports facility to gain traction. Support was gained from the Overstrand Municipality and the Western Cape Department of Cultural Affairs and Sport, whilst contacts garnered via guests at the Grootbos Lodge enabled access to international funders, including Barclays/ABSA Bank (ABSA invested R4.6m) and the English Premier League (EPL). Importantly, the corporate donors not only provided financial support but also invested human resources into the project with secondments of key individuals to provide advice in rolling out the project.

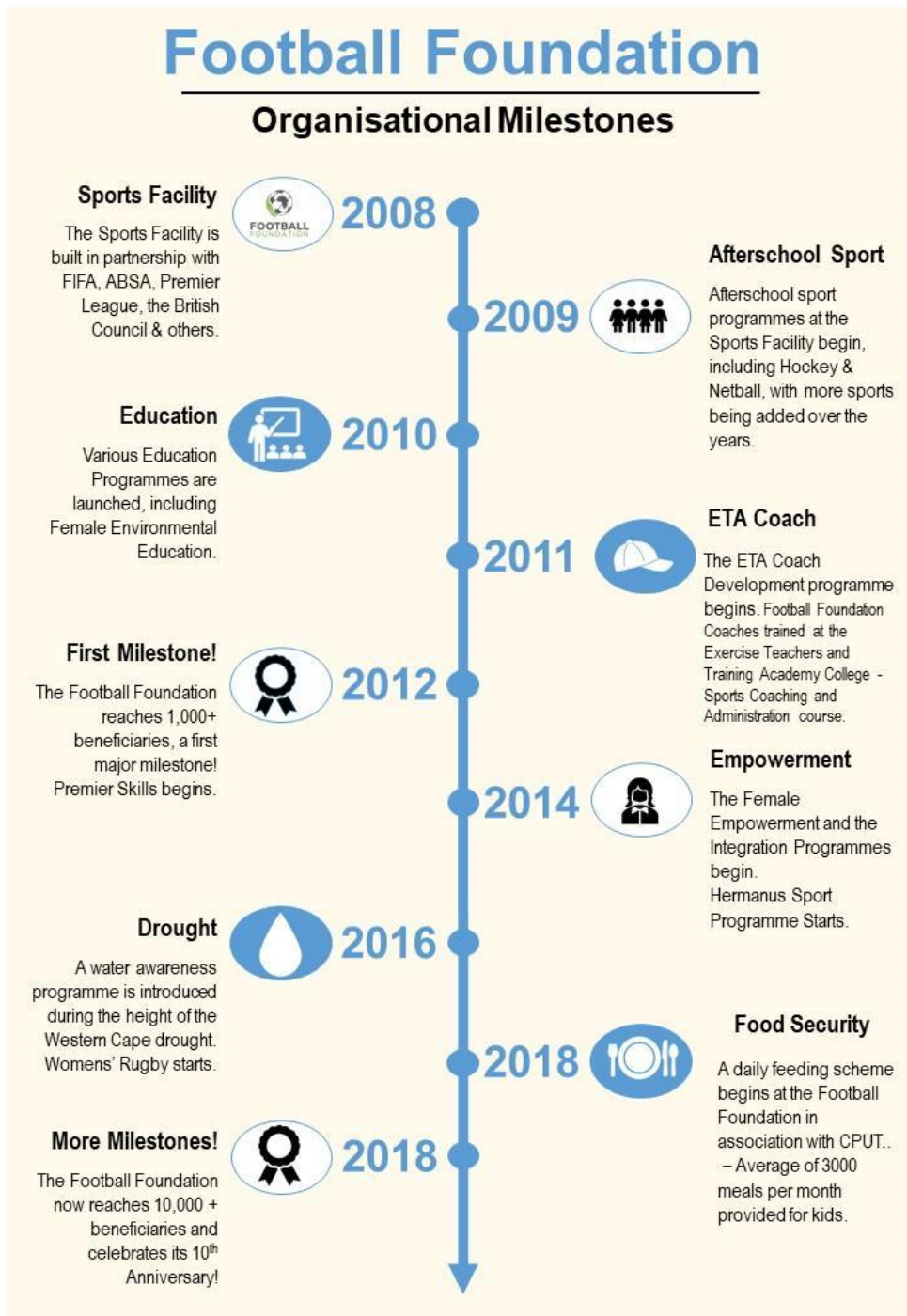
The process was facilitated by the availability of a large parcel of circa 50 hectares of municipality-owned land within the town's boundaries, which had previously been earmarked for the development of community facilities. Furthermore, this land was located between the three parts of the town predominantly inhabited respectively by white, black and coloured communities. The project developed quickly and the necessary physical works were completed in November 2007. The first 3G artificial soccer pitch in the Southern Hemisphere was unveiled at the official opening on 20 April 2008. The sports facility is managed via the FFSA which is part of the Grootbos Foundation.

The range of activities offered has evolved rapidly over the years. The facility currently comprises a full-size artificial football pitch, two rugby fields, a grass football pitch, hockey pitch, cricket pitch and cricket nets, an athletics track, dual-purpose netball and tennis courts and a clubhouse complete with kitchen and shower facilities. Other sports offered include swimming and canoeing which is undertaken off-site. As well as regular term time activities the facility offers programmes and events during the school holidays and on national public holidays, such as Human Rights Day. Sporting opportunities are primarily targeted at local children, although some adult clubs also make use of the facility. Local schools are able to use the facility as their main sports grounds without charge. Indeed, a new secondary school, the Gansbaai Academie, was built next to the facility in 2010 and thus has very easy access. However, the Laerskool Gansbaai in the centre of town, which is predominantly attended by white children, possesses very good facilities of its own and thus makes little use of the FFSA's facility.

The FFSA offers broader educational enrichment activities such as the Dibanisa Environmental Education Programme, Green Box Vegetable Garden Programme, Grassroot Soccer's HIV/AIDS curriculum, Girls Empowerment, Coaching Skills Development and Tourism Guide Training. The facility is staffed by a small team of qualified coaches and a cohort of international interns/volunteers. The coaching team also travel to other locations to ensure that children in more inaccessible places such as farm schools, gain access to their knowledge and skills.

¹ See Bek et al. 2019 and Swart et al. 2011 for more detailed analyses of the FFSA's work in the context of FIFA 2010.

Figure 12: Timeline for Football Foundation of South Africa



Trends in Overall Participation

It is clear that the FFSA is achieving considerable and increasing reach into local, especially disadvantaged, communities. The level of impact grew steadily between 2008 and 2012 when total numbers of participants reached 1000. In the next five years the rate of participation increased markedly year-on-year such that by 2017 the total number of participants reached 9858. The growth in the intervening years being driven by an increase in the range of activities and locations incorporated within the FFSA's delivery strategy, backed by increased funding. Aligned to the growth in participation has been a marked increase in contact hours between participants and coaching staff. These nearly doubled between 2016 and 2017 (from 530,000 to 959,160) as a result of the

introduction of greater opportunities to undertake athletics (see below). Total contact hours passed the 1 million mark in 2017 and reached 1,138,217 in 2018.

Participation is widespread in terms of gender, race and age: in 2016/17 61% of participants were male; 51% black, 41.5% coloured, 8.5% white (in terms of historical racial classification); and just over half of all participants were aged between 11 and 16 years.

Figure 13: Number of Total Reported Beneficiaries

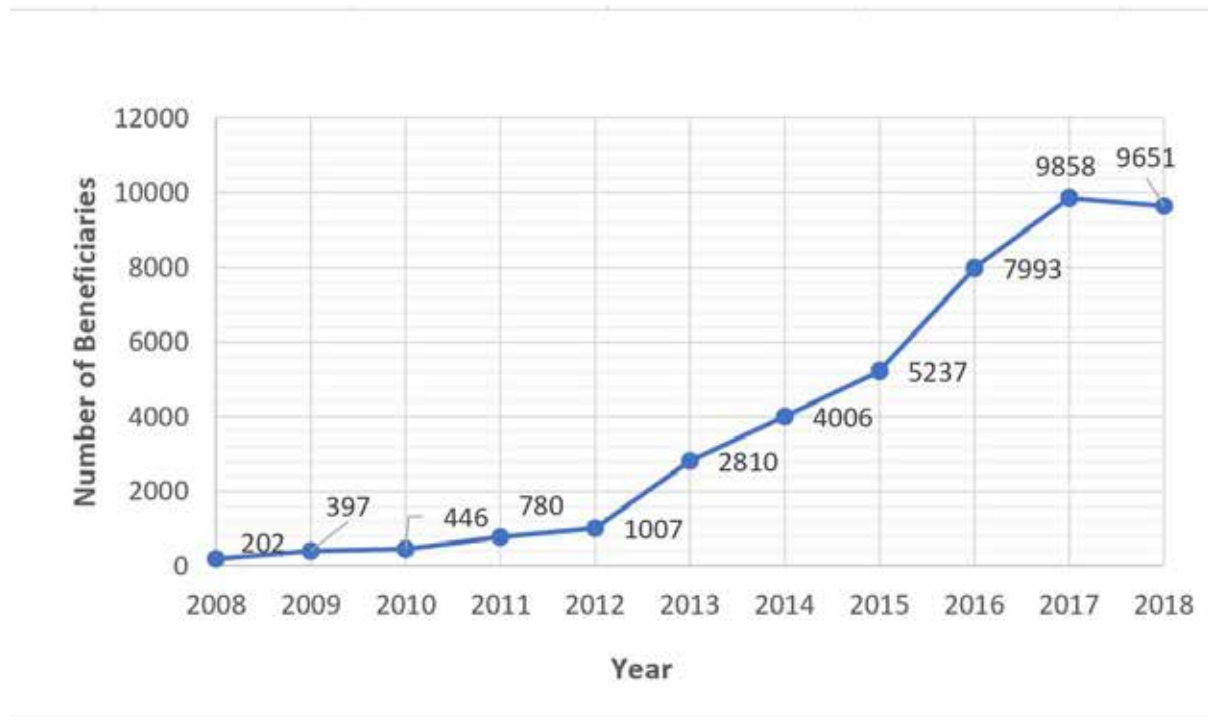
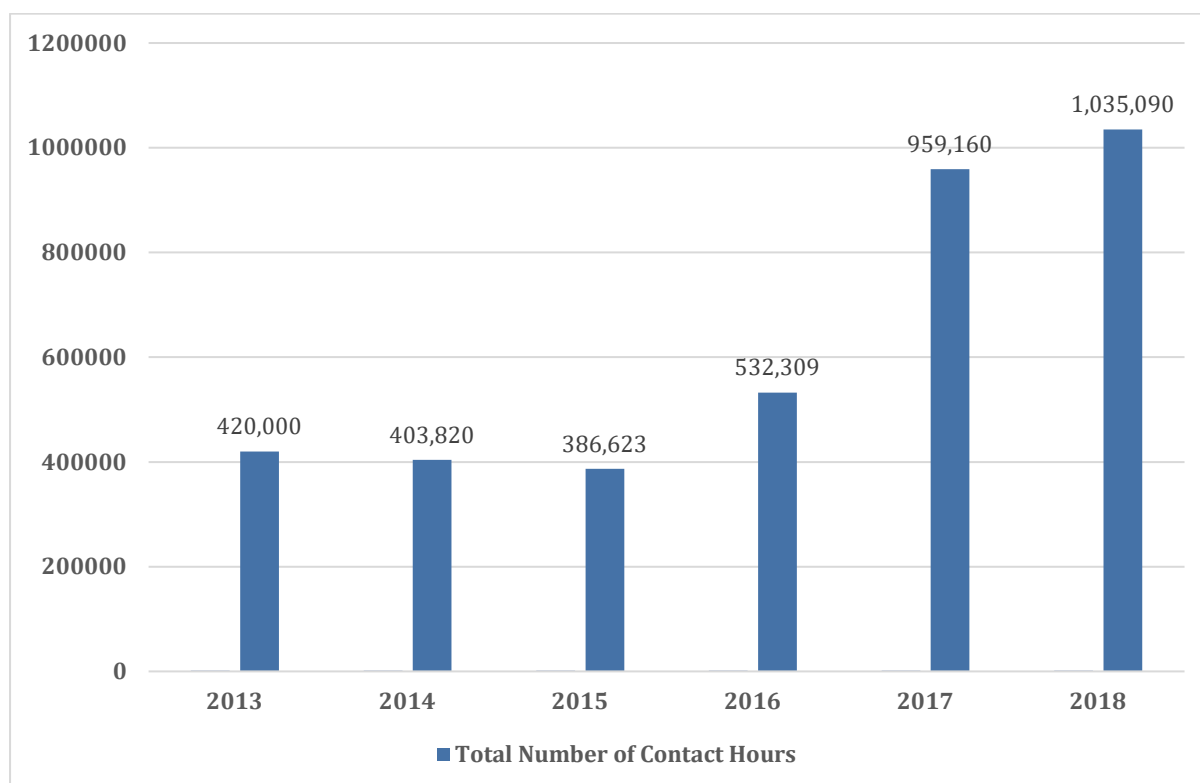


Figure 14: Total Number of Participant Contact Hours

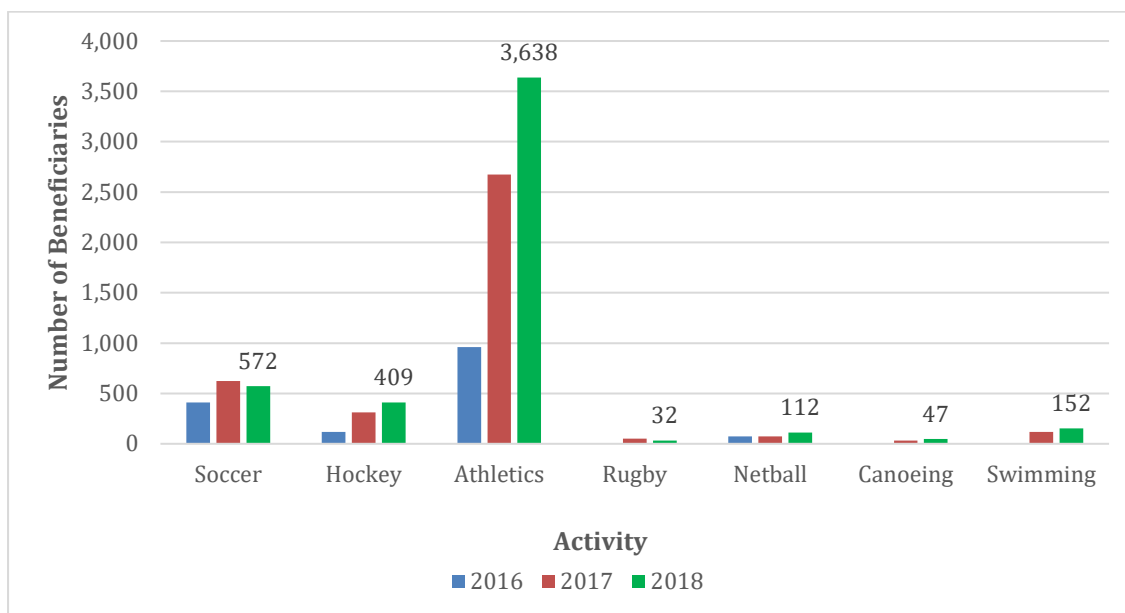


Participation by Activity

Athletics is the most popular activity enjoying a rapid growth since its introduction in 2016. More than 3,500 children take part in athletics, representing more than a third of all FFSA participants. Just over 50% of all athletics participants are female. Soccer is the next most popular activity with over 570 participants in 2018. Hockey has rapidly become popular with over 400 children taking part in 2018. Rugby, netball, canoeing and swimming all have smaller levels of total participation but offer important variety.

Athletics and hockey are enjoyed by representative numbers of all children from all racial groups. Soccer is disproportionately represented by black boys, although 15% of participants are female, which may be considered an achievement in terms of broadening participation in a male dominated sport. Hockey's success in attracting boys and girls of all races is attributed to the fact that the game does not have the same level of pre-existing cultural embeddedness as sports such as soccer, rugby and cricket. Therefore, hockey participation has not been restrained by pre-conceptions as to who should be playing it.

Figure 15: Number of Beneficiaries by Activity 2015-2018



The total number of hours of annual timetabled activities reached 6124 during 2018. Soccer represented nearly 25% of these hours, whilst hockey and netball both exceeded 1000 hours. Athletics had the next highest timetabled offering with just over 600 hours of activity.

Figure 16: Number of Participants and number of hours per activity (12 months to April 2018)

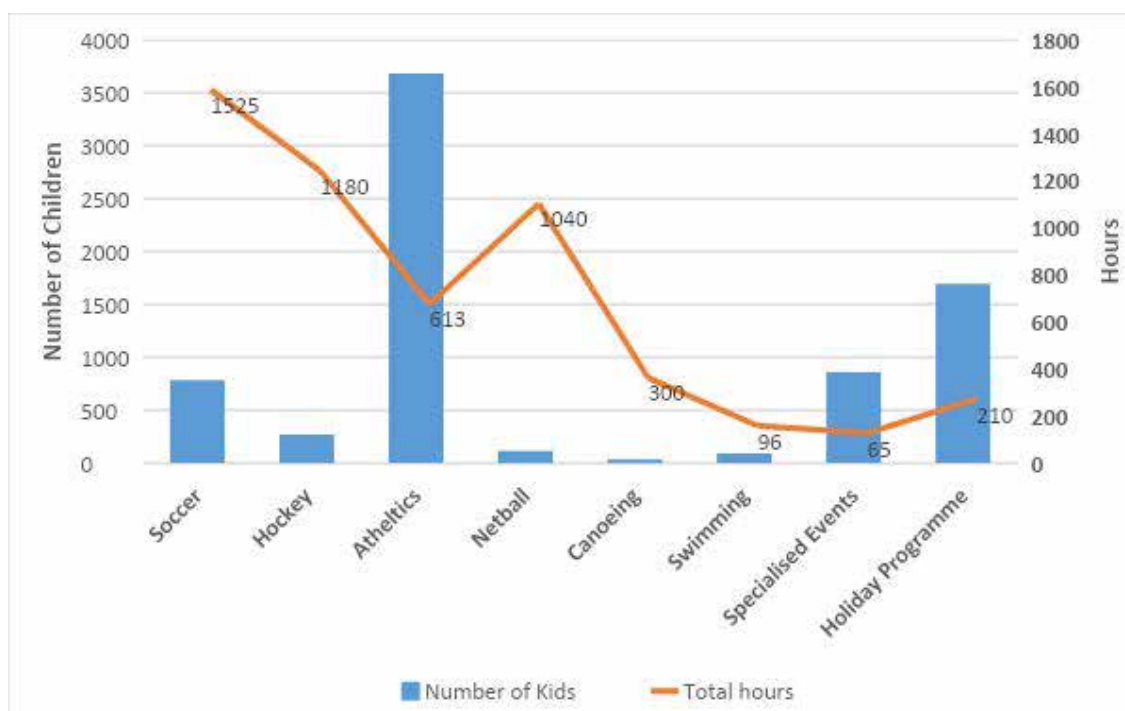
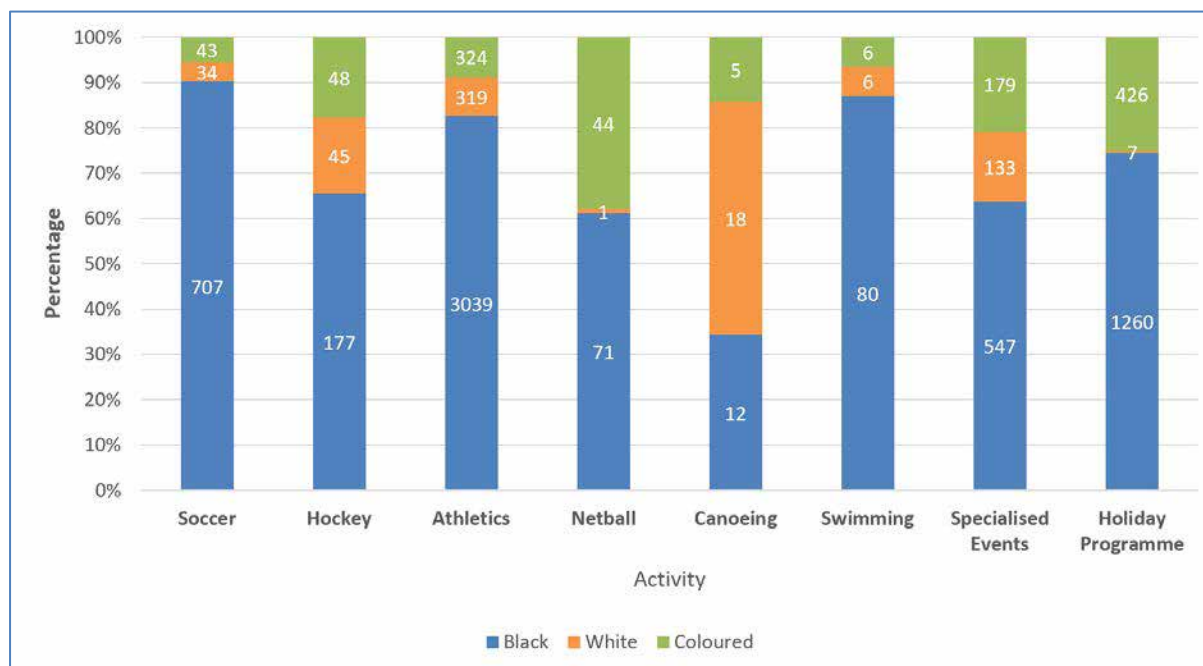


Figure 17: Trends in total contact hours 2013-2018

| Year | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|----------------------------|---------|---------|---------|---------|---------|-----------|
| Total contact hours | 420,000 | 403,820 | 386,623 | 532,309 | 959,160 | 1,035,090 |

Figure 18: April 2018 - Race distribution by Activity



The Foundation offers a range of ways of engaging with young people including: outreach into local schools, holiday activities; specialised events and programmes. Collectively these reach around half of all the children who benefit from FFSA – 3,393 in 2016/17. It is interesting to note that engagement with specialist events and even holiday activities tend to be more of a black male domain (less than 10% of attendees at special events, such as Mandela Day, are girls). Interviews with FFSA informants suggest that these differences relate to the greater need for child care amongst the black community and that girls are more likely to be assigned domestic duties on holidays and weekends. One of the FFSA Managers explains the challenges of ensuring that girls are involved:

It is trying to keep the female participation because as you know, once they get to a certain age they don't want to play sport anymore, so it's again trying to just keep the girls involved, keep them active...it's just also building that relationship with the girls, so the girls know that they're supported as well because obviously around the culture and differences, they're supposed to go home and clean, look after, take over the role from the mum (Interview, March 2016).

Figure 19: Participation in FFSA activities between April 2016 and March 2017

| | Male | Female | Black | White | Coloured | Total |
|--------------------|-------------|-------------|-------------|------------|-------------|-------------|
| Soccer | 532 | 91 | 567 | 13 | 43 | 623 |
| Hockey | 182 | 130 | 158 | 48 | 106 | 312 |
| Athletics | 1327 | 1346 | 1078 | 502 | 1093 | 2673 |
| Rugby | 19 | 33 | 5 | 9 | 38 | 52 |
| Netball | 2 | 72 | 12 | 0 | 62 | 74 |
| Canoeing | 30 | 1 | 12 | 5 | 14 | 31 |
| Swimming | 73 | 44 | 115 | 1 | 1 | 117 |
| Specialized events | 808 | 83 | 722 | 69 | 100 | 891 |
| Holidays | 938 | 528 | 914 | 10 | 542 | 1466 |
| Programmes | 222 | 253 | 223 | 7 | 245 | 475 |
| Outreach schools | 660 | 501 | 193 | 18 | 950 | 1161 |
| Total | 4793 | 3082 | 3999 | 682 | 3194 | 7875 |

Specific programmes offered include Enterprise, Integration, Grass Roots Soccer and Female Empowerment. In terms of gender, participation is split pretty much 50-50 (except for female empowerment). White children only participate in grass roots soccer, while the participation of black and coloured children is evenly split for Integration and grassroots soccer.

Participation in Programmes

Figure 20: Total numbers participating in programmes and intensity of participation

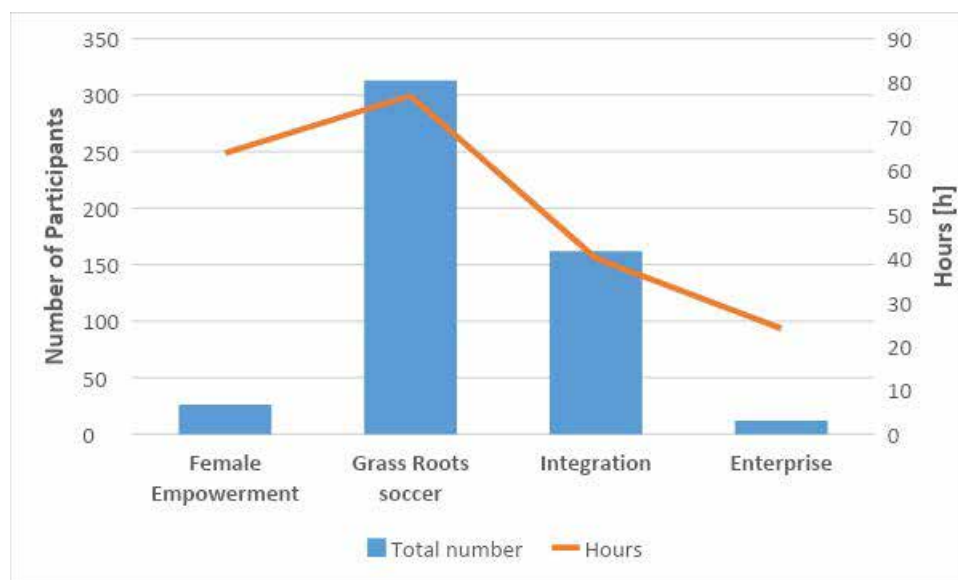


Figure 21: Gender distribution of programme participants

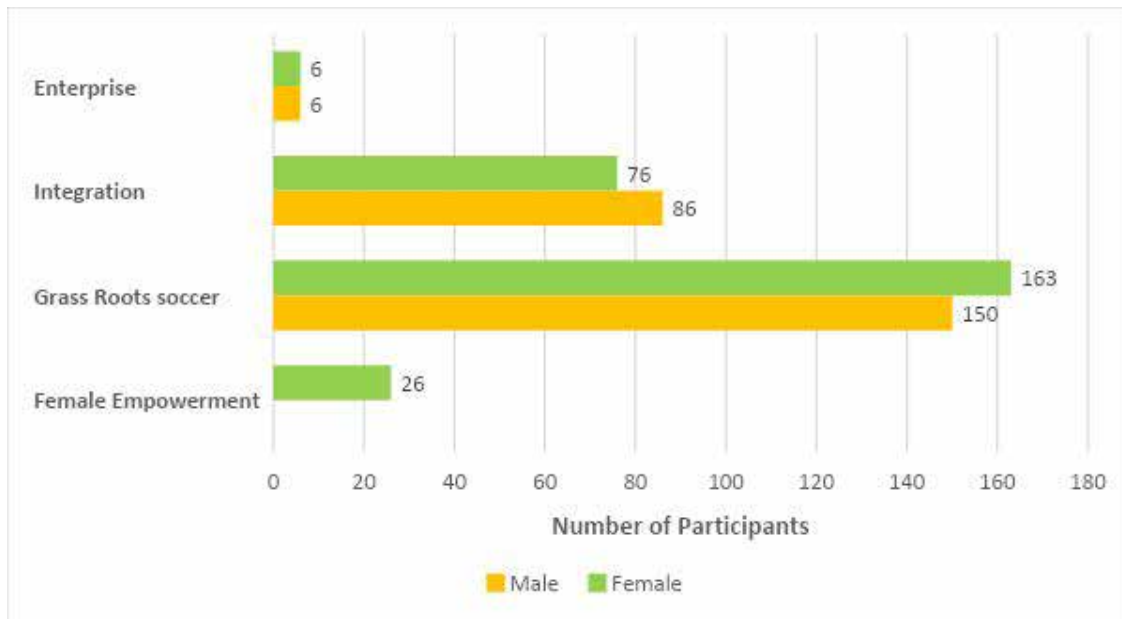
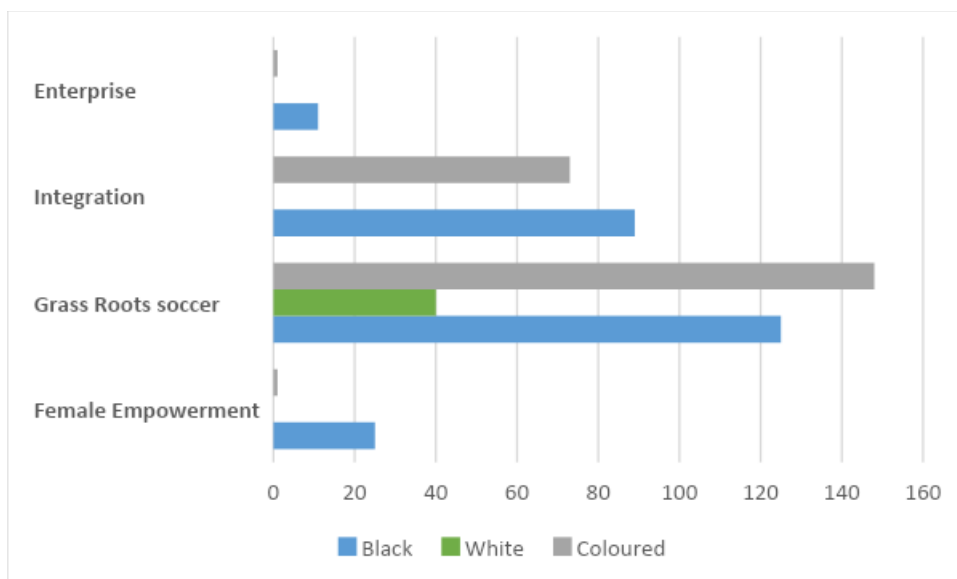


Figure 22: Race Distribution of Programme Participants



FFSA offer outreach programmes in a range of schools and crèches in the area. These schools are under-resourced therefore the Foundation can make a significant contribution to improving young people’s experiences. By far the largest engagement is in Hawston where 967 children benefit from 280 contact hours. Masakhane and Gansbaai Primer receive 120 contact hours whilst the other establishments receive between 30 and 60 hours. Most of the participants are coloured, owing to the racial balance in Hawston.

Figure 23: Number of Participants and Number of Hours per School Programme

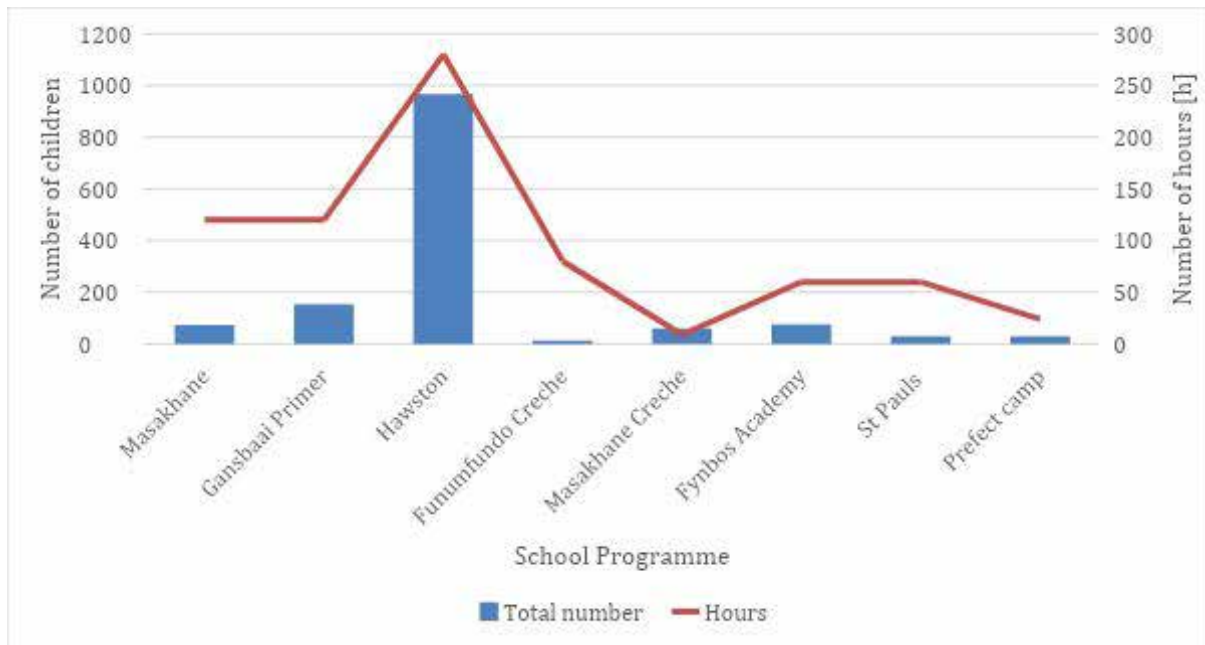
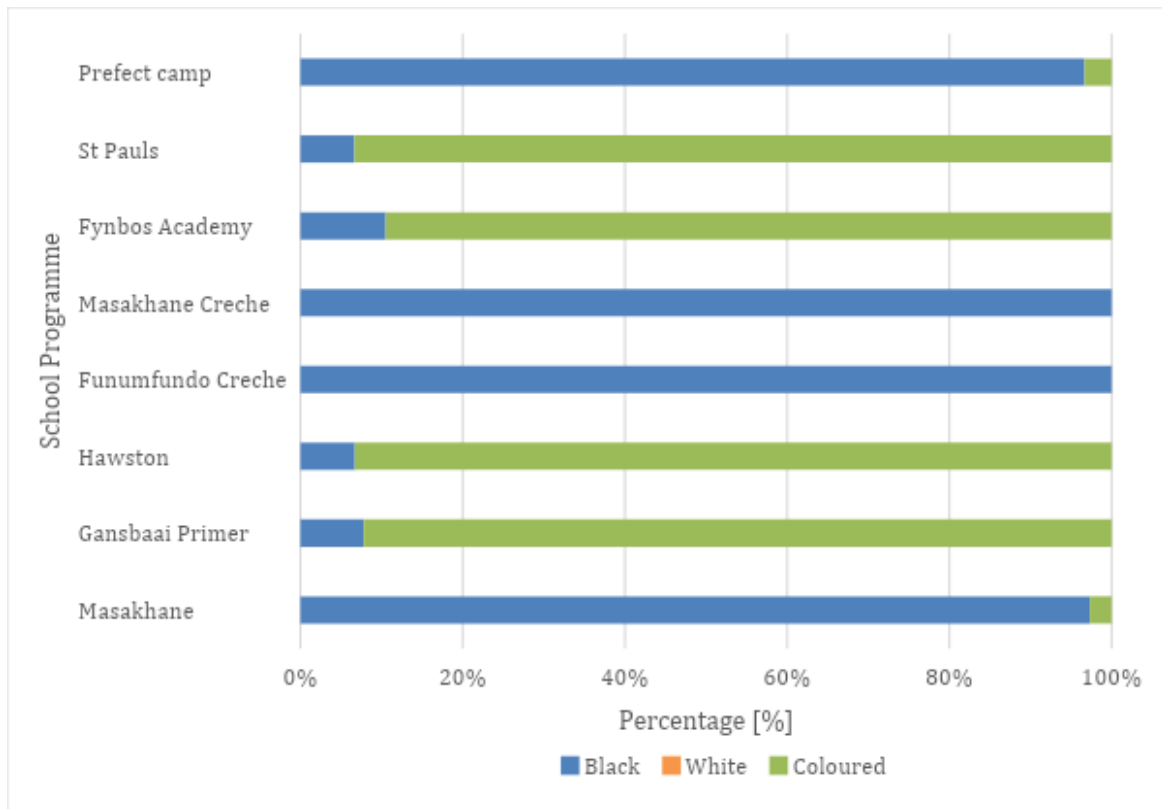


Figure 24: Race Distribution of School Programme Participants



A number of special events are held each year (FIGURE 25). Some of these are linked to national events, such as Freedom Day whilst others focus upon specific activities, such as athletics or cricket. Youth Day and the Woman’s Day run are mainly attended by females. The other events are more evenly split apart from the Foundation Cup which is predominantly a male event. Some of the events target very specific age groups (Youth Day, Build It, Cricket and mini-athletics), whilst others (Foundation Cup, Woman’s Day Run and Freedom Day) are more mixed (FIGURE 25). White children are significant participants in Mini-athletics, Woman’s Day Run and Freedom Day) but feature in none of the others (FIGURE 27). Coloured children participate in all activities except the Build It tournament and the largest group playing cricket. Black children are the only group involved in Build It and the largest component of participants in the Foundation Cup. They take part in all the events to some degree.

Figure 25: Attendance at Special Events by Age Group

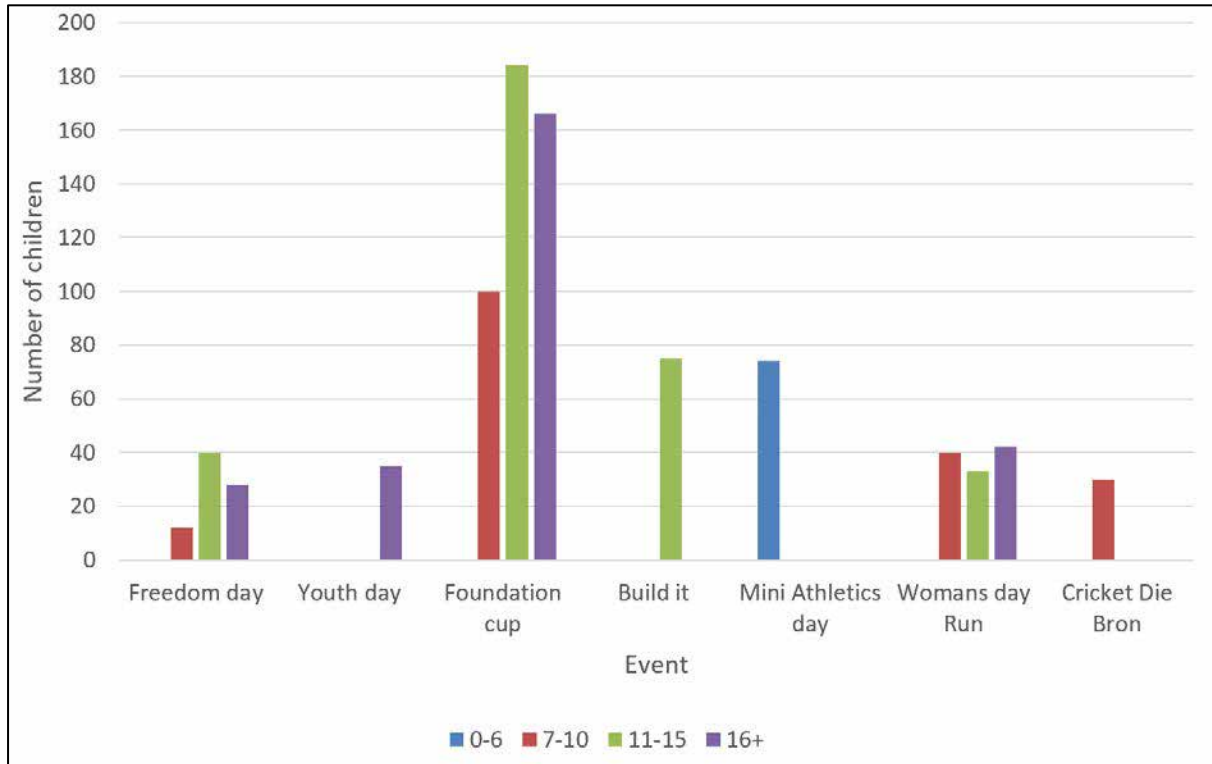


Figure 26: Attendance of Specialised Events by Gender

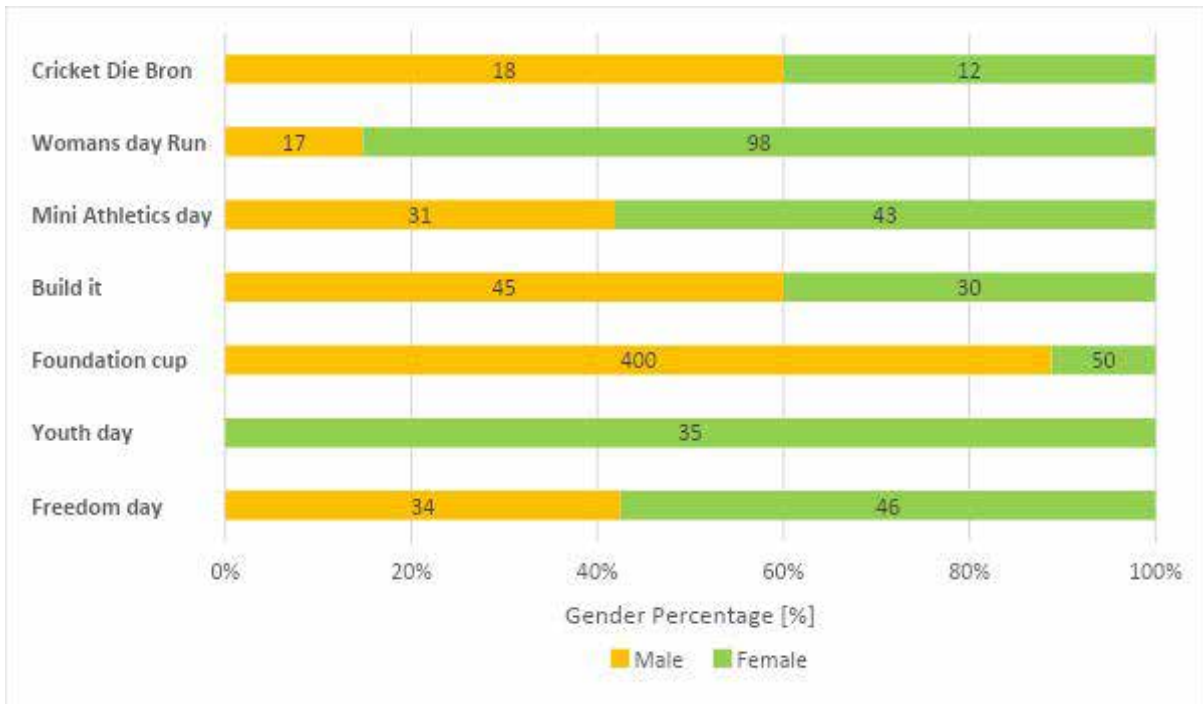


Figure 27: Attendance of Specialised Events by Race

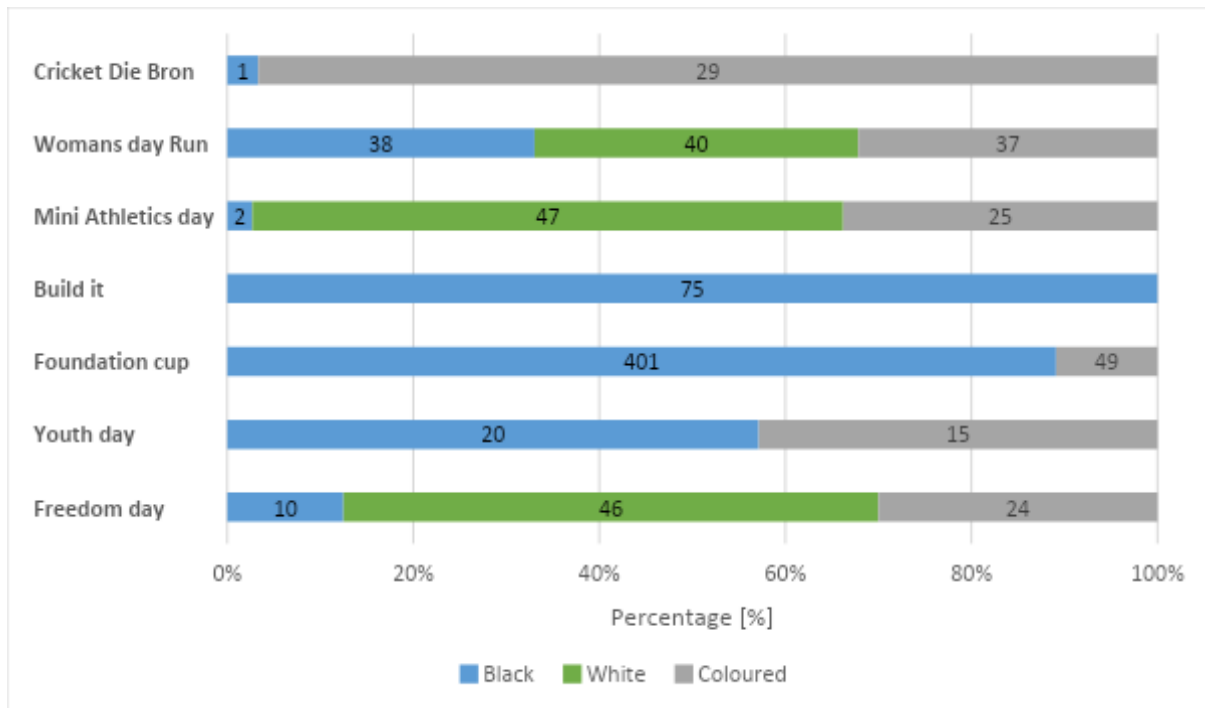


Figure 28: Age Distribution of Holiday Programme Participants

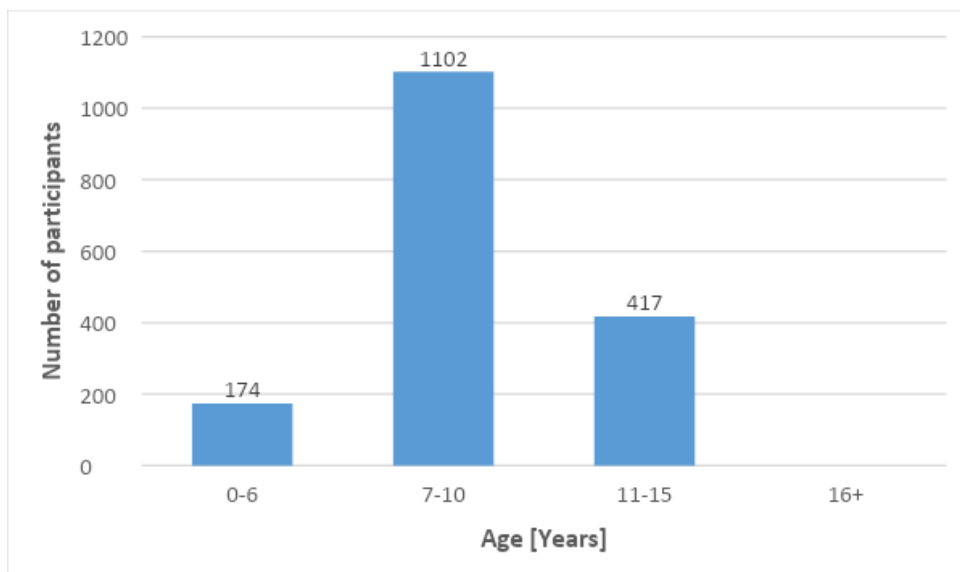
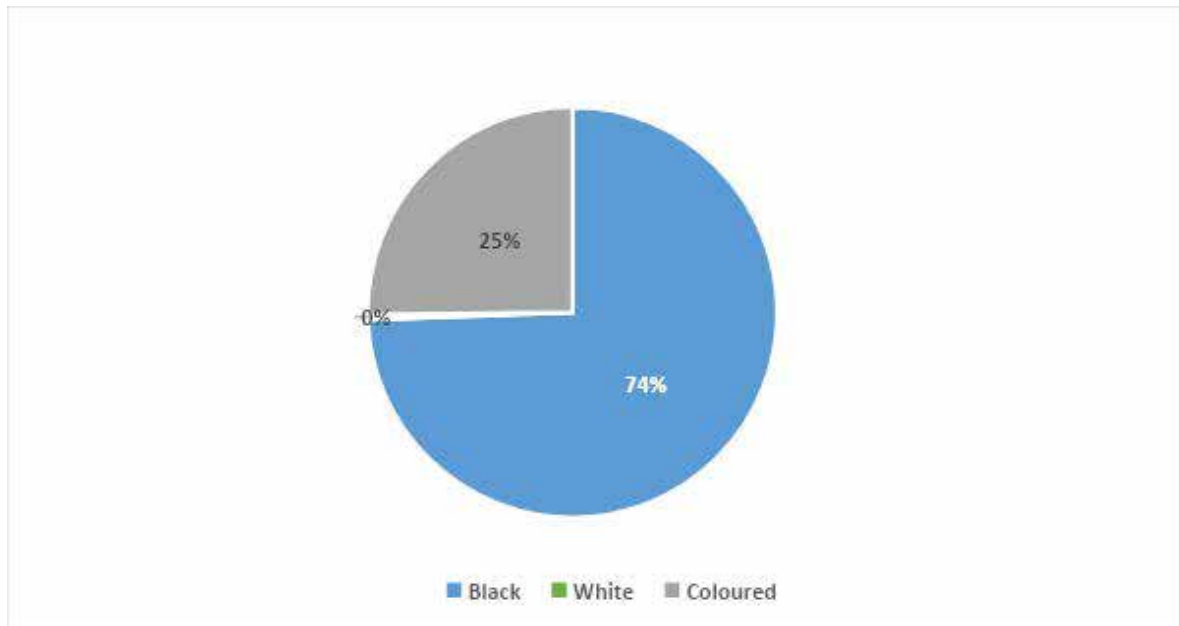


Figure 29: Race Distribution Holiday Programme Participants



Accessibility for the Differently Able

The Foundation has expanded its provision to ensure that children with disabilities are able to take part. Sixteen children have benefitted, most of them boys aged 11-15. Nearly two-thirds are white with just under a third being black.

Figure 30: Age distribution of differently able participants

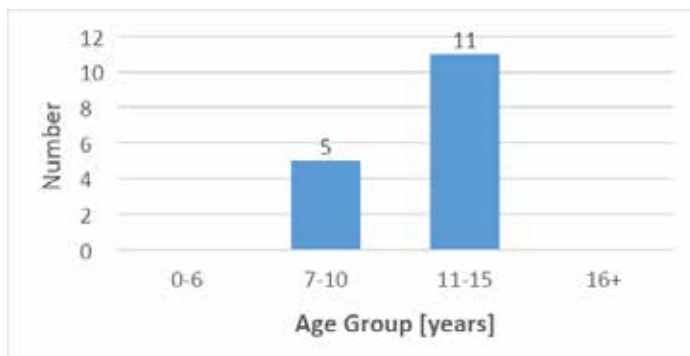


Figure 31: Gender Balance differently abled participants

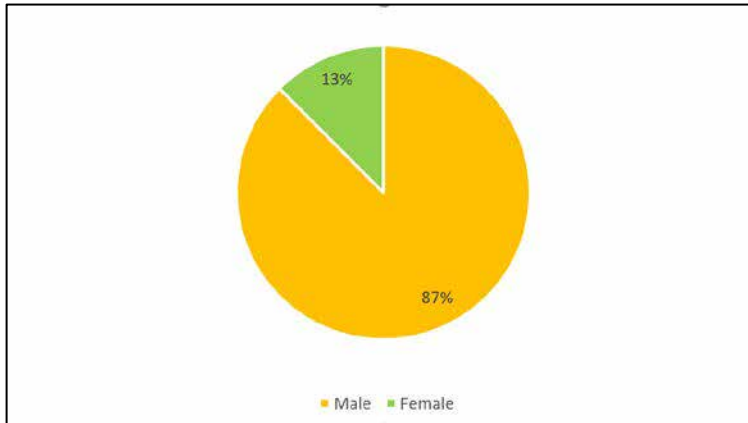
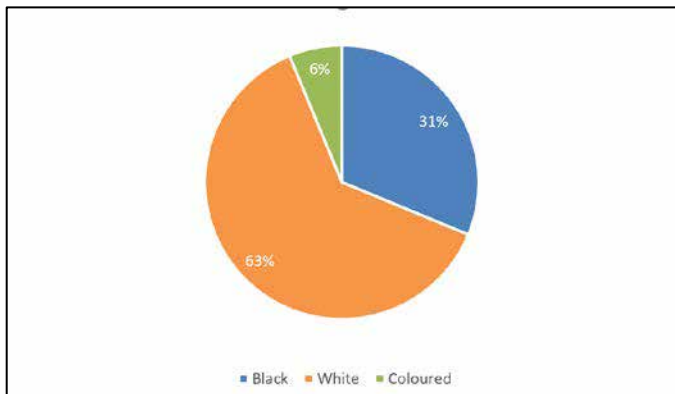


Figure 32: Racial balance of differently abled participants



Current participant’s perspectives on the benefits of engagement

Children expressed very strong positive feelings about the sports facility and the contribution it makes to their lives. Interestingly, notions of enjoyment and fun were less explicitly expressed than the development of qualities such as respect, kindness, discipline and loyalty. References to greater ambitions and potential achievements were also less frequently recorded. The realities of community life for the majority of the children are brought home by the frequent references made to the encouragement of better lifestyles and the avoidance of bad habits such as drugs and alcohol. Indeed, the volunteer coaches explained how they had initially been surprised by the need to focus upon life skills ahead of sport performance development during their sessions with the children. The notion that the sports facility is a ‘safe place’ was a recurring theme within the research as illustrated in these quotes. This is an important finding which resonates with community development literatures, which describe the need for places where young people are not only physically safe but can also experience emotional and psychological safety (Spaaij and Schulenkorf, 2014).

Figure 33 Quotes from FFSA participants (11-15 years old) concerning the role of the FFSA in their lives

'We stay off bad things from the community like drugs crime, alcohol etc'.

'We like to have fun with Football Foundation coaches and children and so we cannot smoke drugs and drink alcohol'.

What FFSA teach us? Respect, responsibilities, discipline, loyalty'.

'We want to play trials so we can explore new things'

'The coaches teach us respect so we can respect our parents, teachers and each other'.

'We want to be something in life'.

'In encourages us to stay away from bad things like drugs, alcohol and it intergrates (*sic*) with different cultures and teaches us about HIV/AIDS and well-being of being a person and it encourage us to sports and gives us knowledge'.

Very similar sentiments emerged from focus groups conducted with FFSA alumni from Blompark and Masakhane. The participants expressed very powerful, positive messages about the time they had spent doing activities with the Foundation. There are two very starkly different aspects to their observations. On the one hand are the positives in the sense of the experiences they have gained:

- FFSA helps build your self-esteem.
- You learn a lot about the basics of life and the outside world.
- Opportunities to travel, participate and watch sport in other places (such as the Kaizer Chiefs in Rustenberg).
- I played soccer and netball and enjoyed every moment of it.
- They let you love your dreams and motivate you to never give up.

On the other are the negatives they have avoided or been drawn away from:

- They would be part of dangerous activities after school.
- They would be influenced in the wrong way by their friends and be involved in unlawful activities.
- Life would be boring and meaningless without the FFSA.
- They would be involved in gangsterism.

Worryingly some of the participants note that people are put under pressure not to join in with FFSA activities and will be subject to bullying and intimidation. In essence the transformational impacts of the Foundation are a threat to the more negative cultures within these communities. The participants also note that there are barriers for girls which are not easily overcome, such as peer pressure and cultural expectations. It is interesting to note that the participants expressed very strong views in favour of the Foundation seeking to further its reach and to find ways of challenging barriers to participation. For them the status quo is neither inevitable or acceptable.

External Stakeholders Perspectives on the Benefits of Participation

Representatives from the local schools spoke strongly of the benefits that the sports facility brings to the community and daily life of the school. These benefits extend beyond the simple provision of sporting activities into the deeper impacts upon the children's self-esteem, character and ambition. As one senior educationalist states:

What I can tell you is that the life skills programme like the woman empowerment and the integration programme - that it builds character in our children, they are more focused on their school work, they are more respectful and that goes automatically over to their school work (Interview, March 2016).

It is clear from across all the different research activities, reaching out to a wide range of stakeholders, that FFSA is very highly valued for the experiences that it affords young people. These experiences range from basic life skills, such as learning to be listen to instructions, through to the mind broadening impacts of travel and engagement with highly successful role models (such as professional sports people). The issue is not whether the Foundation provides young people with the knowledge and skills to better their lives but instead about the accessibility of opportunities for young people to actually make use of their enhanced skills and knowledge. Shortcomings within the local economy remain a severe constraint for many. There is a critical shortage of suitable opportunities. Thus, there are very real limits on the deep and breadth of the longer term impacts that the Foundation can realistically achieve. However, for individuals the benefits are marked. An important issue is that of expectations. How realistic is it for people's hopes and ambitions to be met? How damaging is it for them as individuals if they are not?

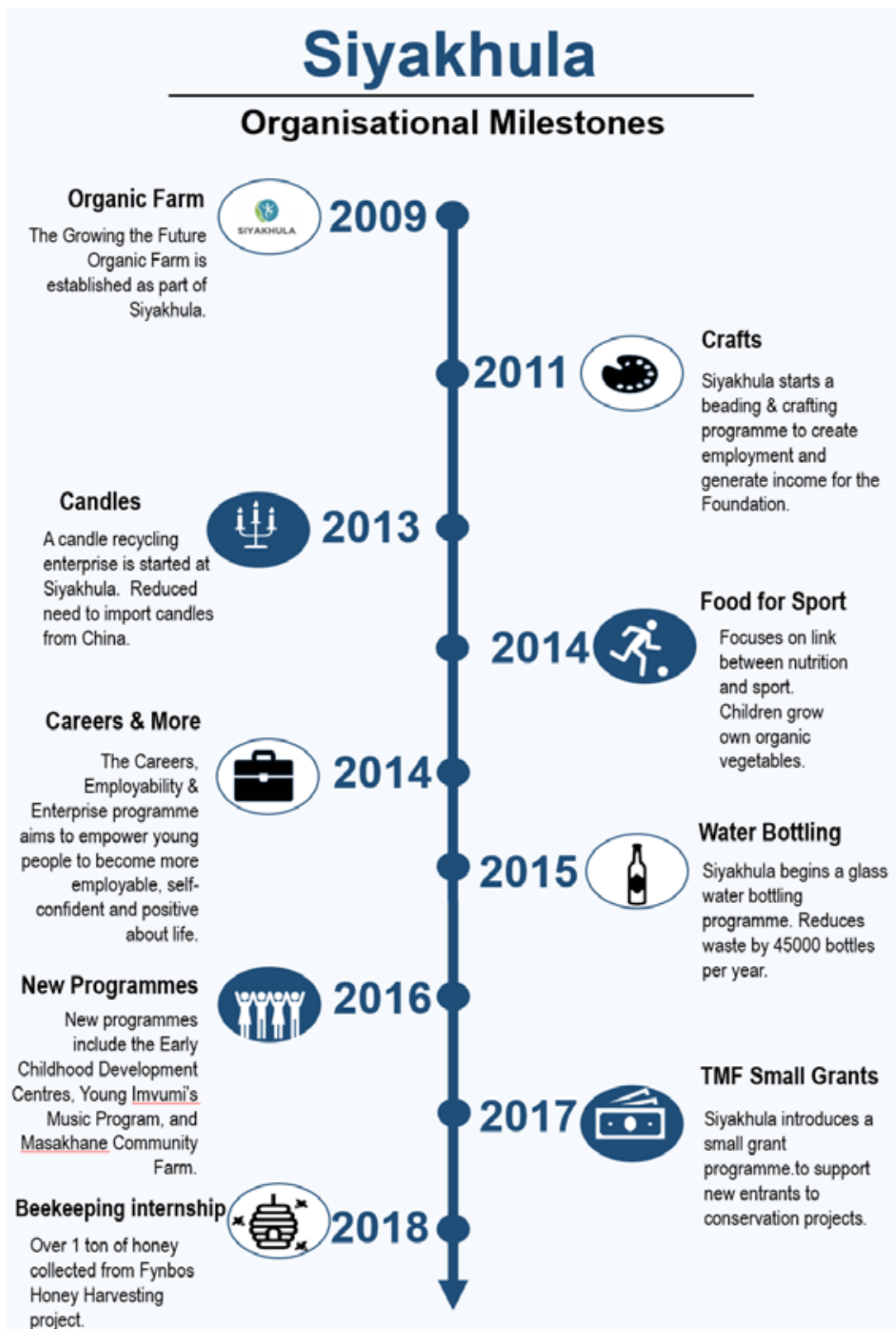
Managing Director's Perspective

'The Football Foundation is amazing. The sheer number of kids that Natasha and her team reach and the individual stories of those kids are amazing. They are student leaders, selected for scholarships, bursaries, provincial teams and going on to study and become junior coaches. They are making really big impacts in people's, the children's lives.' Julie Cheetham, Managing Director, Grootbos Foundation.

Siyakhula

Siyakhula is the Grootbos Foundation's benchmark enterprise development and entrepreneurship programme. Many of the projects within this programme also have a dual focus on food security. Siyakhula, an isiXhosa word meaning 'It is growing', has evolved from an initial agricultural training project which taught farming, beekeeping and animal husbandry skills into a more comprehensive and far reaching career and employability-driven enterprise creation initiative. The programme incorporates the Masakhane community farm, Growing the Future organic farm based at the Foundation, a beading, crafting, water bottling and candle recycling, the Careers, Employability and Entrepreneurship programme, the Table Mountain Fund small grants scheme and Early Childhood Development.

Figure 34: Timeline for Siyakhula Programme



In 2018 a survey was conducted with 42 members of the Masakhane community in order to assess their perceptions of the impacts that the community farm is having upon them, their families and the

wider community. Eighty-six percent of those surveyed were female. Thirty-eight percent were aged under 30, fifty-two percent between 30-49 and ten percent over 50 years of age.

The survey indicates that the farm has a range of very positive benefits. A highly significant 74% believe that the farm has had a very positive impact upon their ability to get quality food, indicating that the farm is being successful in contributing to food security. More than two-thirds point to very positive benefits for their physical and mental health. People are also positive about the impacts upon social networks and the broader community. Interestingly, a majority feel that their employability and overall financial situation are improved as well.

Figure 35: To what extent has the community farm made a difference

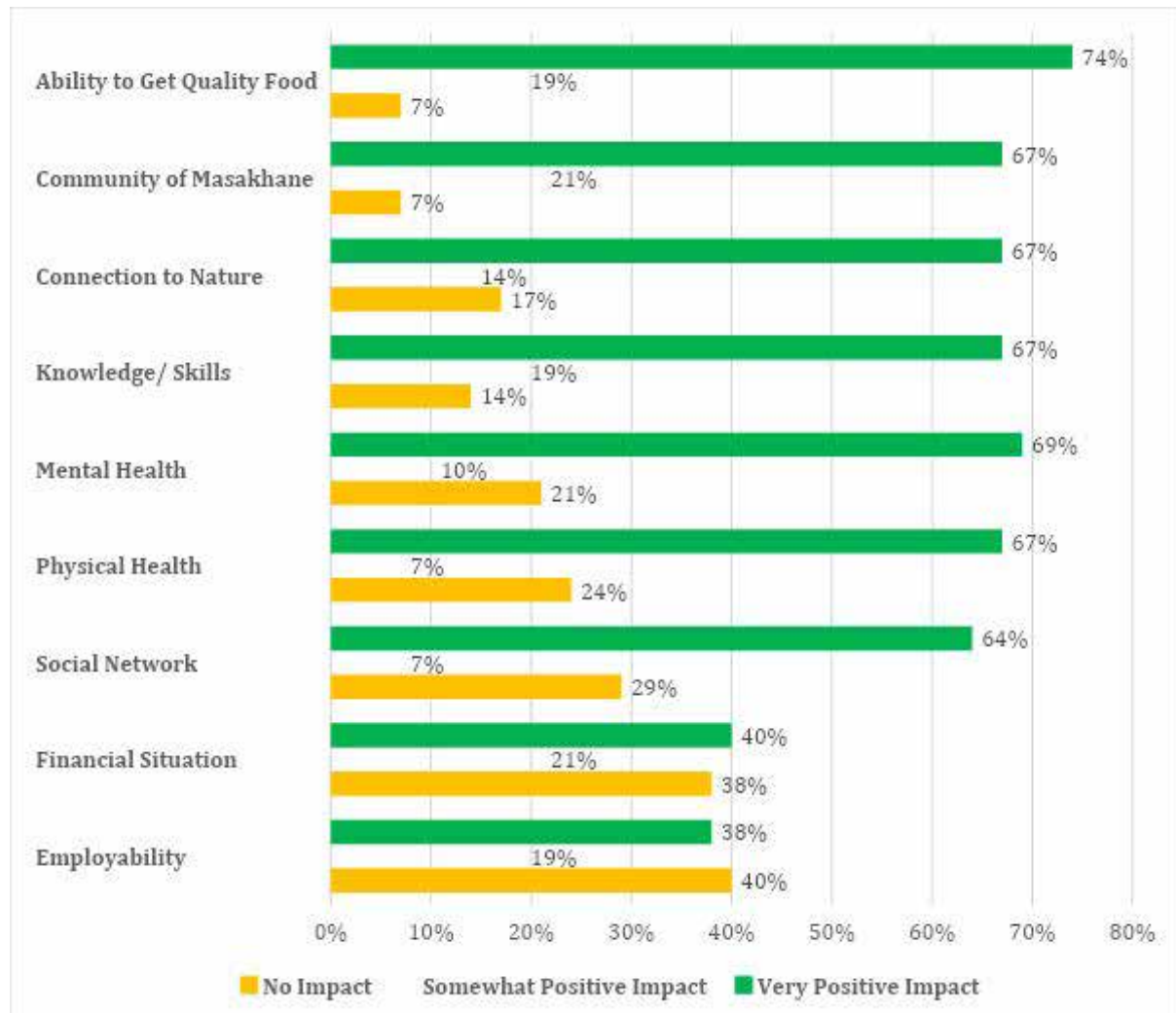
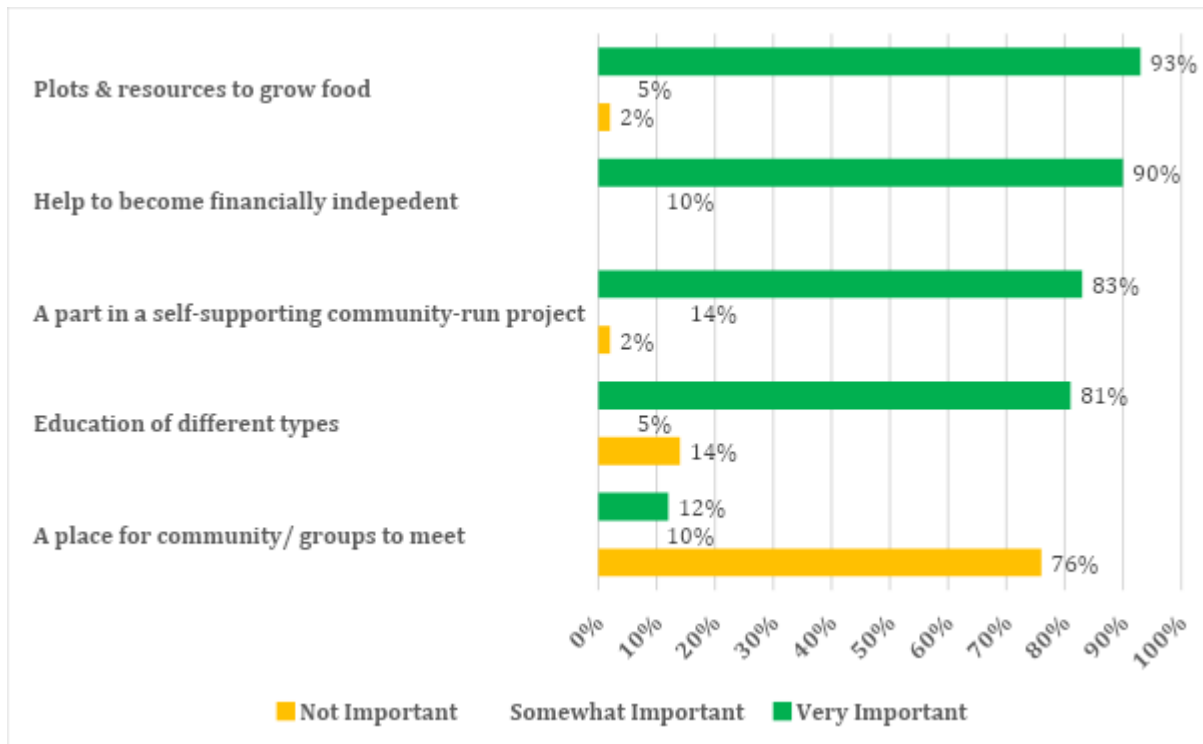


Figure 36: What do you want to get out of the farm in the future?



People have very strong views about how the project can evolve into the future. The vast majority see it as a route for increased financial and food security. People would also like the educational role to be developed and for the development of a community run project. Interestingly, people did not see much value in the farm being a meeting place for the community. Their interests lie in more pragmatic arenas related to fulfilment of basic needs.

The economic analysis component of the survey yields some interesting results about the livelihood strategies deployed by the participants. The most instructive finding relates to the extent to which people rely on multiple sources of income. More than half of those surveyed have more than 1 income source, even amongst those with full time employment, the majority had at least one other source of income. Not surprisingly more than two-thirds of those with part time work had multiple income sources. Indeed, the most had two others. Ten percent of those surveyed relied on government or family assistance and interestingly only one person stated that they were unemployed.

The survey generated a considerable amount of qualitative data via open questions. These questions asked (i) about the benefits people received from participation, (ii) why they stay involved with the farm, (iii) their vision for the future of the farm, (iv) what other comments people would like to make.

The Word Clouds (or Word Trees in this case) below provide a snapshot of the key issues that were at the forefront of people’s minds. These in combination with a reading of the full texts indicate people’s positive sentiments towards the project, the benefits it provides them with and a sense of the future direction that could be taken. Key themes include: food, veggies, farm, community and people. It is clear that people recognise the benefits that they gain in terms of food security, knowledge and skills and community development.

Selected comments from survey feedback

Positive outcomes:

- I don't just get food here, I get fresh organic food. A true garden of Eden.
- I have met friends that I can share my worries with when I come here.
- By employing a relative, it has helped to create job opportunities
- You can get some stuff from the garden itself to help with healing
- When she showed her community farm training certificate, it helped her get her current job.
- Mental health was huge help... There was a saying that if you smile to your garden, it will smile back
- Knowledge about growing veggies with the farm, and it helps to be healthy
- Now save money from not buying spinach (R100), and now healthier.
- Helped me to grow her veg and provide food and financial stability
- Eats healthy, like spinach and cabbage, and getting nutrients in my body. So, I'm happy as I'm healthy. Helped with mental health
- Am still learning a lot about working with people
- The farm is a place to connect, to learn, to educate... It is about food security, but also about so much more
- It has made a difference in the community, especially in terms of helping with education, especially about gardening. In particular, when people move from rural areas (e.g. Eastern Cape) to more developed ones like here, they get to know about jobs that are available & get skills about how to do them.

Challenges:

- After training people expected to be paid to have plot
- Sadly, even though I have learnt much about gardening I have not received a gardening job.
- Lack of knowledge. Time problem.

Vision for the Farm and the Community in the Future:

- Create more employment
- I would like more education because I want to do similar projects back in the Eastern Cape
- To bring people together and learn more about agri and get skill
- For the farm to grow. Train more people, to get certificate and find employment afterwards
- Open up programs for children who would like to pursue a career in agriculture.
- Since it started, people do not eat from bins. They eat from the garden. Farm should help with employment. You won't be able to do anything without education, need to learn first before implementing. Give people better education & better employment opportunities.
- I would love to see this farm grow. It should be a gathering place in the sense that the community must sit together and find ways to grow it to self-sustainability. I would love to see our produce supplied to supermarkets and restaurants.
- Not so important cause if run by community there will be people that don't want to help and maybe destroy what has been build up. Better to be run by somebody else. Dream to grow bigger. To sell more to supermarkets.
- I also want the farm to work with people who drop out, perhaps offering short courses (for example on computer literacy, agriculture, plumbing/ life skills, etc.), so that drop-outs can learn & have something to do. Would also be amazing if we could get bigger plots where people can plant enough things with lots of diversity, as it can be hard to plant everything people want in one small plot, and this way everyone can have more space.
- We must also look at different needs of people, and look at other different ways of teaching them, so that they can gain different skills... Maybe it's giving them a swing certificate, or a bakery certificate, or a computer literacy certificate, so that people can get entrepreneurial skills where they can gain knowledge in different things. Not everyone is passionate about growing veggies, or making their hands dirty. We are trying to do it to engage with people. But if we try to develop different skills (e.g. even beekeeping), those can all be skills that can be used to get future jobs or to start new businesses.
- Perhaps need to teach other skills to help them get employment, such as communication, writing CV's, writing a letter, answering cell phones.
- My dream: The farm to be self-sustainable. To have an income at the end of the day. To see it grow. To see it help the community. To see it have financial freedom... It is not this project at this point in time. We know plants can grow here, but we need to make the farm profitable, and thus creating job & entrepreneurship opportunities for people, with Grootbos only supplying resources and education to the community.
- Focus on the staple veggies such as carrots, potatoes, cabbage, spinach, onion, beetroot.
- Make the farm bigger and produce more to sell to Spar and wholesale stores. Also have SABC come and report about the farm
- I would like for assistance in creating a small business through this farm.
- If there will be chickens at the farm, then that may help to make people more financially independent. They can sell eggs, meat, live chickens & so much more.
- Many men do not share income with their partners/ girlfriends/ wives, so if someone has a plot here & learns about agriculture to sell some veggies, there can be some money that she gets at the end of the day.
- If being run by the community, we need to look at experience, skills, etc. of the community members. There is a risk that people may start trying to "own" the farm, and thus, there could be a conflict of people who may feel they are more qualified, vs. those who do not have that same qualifications.
- It is also important to try engage with people who may be difficult, who may have had difficult lift circumstances, accept who they are (even if there may be challenges), and try to help them with their lives as well, as much as possible.

Table Mountain Fund Small Grants

In 2017 The Foundation has secured a three-year contract to act as small grants facility in partnership with the Whale Coast Conservation Partnership via WWF's Table Mountain Fund. Up to R30,000 is available to support a total of forty-two 'green' projects with conservation, social upliftment and social enterprise objectives. Thirteen grants had been offered 2018, including to twelve organisations that are new partners for the Grootbos Foundation. It has been a challenge to find projects that meet strict conservation criteria. Examples of projects funded in 2017 include:

- Penguin Stories by Art Zoo shared the plight of penguin conservation through stop animation workshops, with the involvement of local CapeNature officials.
- Farm 215 Conservation Servitude Alien Clearing by Siyanda Alien Clearing. A local alien clearing team was contracted to spend two weeks clearing Port Jacksons in the critically endangered Elim Ferricrete Fynbos.
- Antjies Seamstress Training by Antjies Handmade Naturals, provided 10 local Stanford women with seamstress training.
- Swop Shop and Environmental Education by the Pearly Beach Conservancy encouraged local children to pick up litter, which they trade for tickets that are redeemable at the swop shop.

Figure 37 below illustrates the geographic range of the grants offered, which indicates the scale of influence of the Foundation.

Figure 37: Distribution of TMF grants across the Overberg



Careers, Employability and Entrepreneurship

The Careers, Employability and Enterprise Programme focuses on supporting subject choices, career guidance, employability skills training and workplace experiences within the high school system. Work is delivered in 5 regional high schools to support learners in making subject choice decisions and post-

matric options. Each year more than 1000 learners receive career advice (e.g. 1375 in 2018) and 20 students gain work experience placements. Employability camps are held for Grade 10 and 11 learners and workshops are held for youth and school leavers, leading to business proposal pitches. In 2018 14 small businesses received seed funding of up to R10,000. Total number of contact hours delivered to support CEE in 2018 was 7449. The Programme has been evaluated by an external consultant each year enabling progress to be tracked (see Beekman 2018). These evaluations note the strong contribution being made to young people's knowledge and skill sets.

The Entrepreneurship programme has been reviewed annually by students from Windesheim University in Holland (van 't Hof, C. and de Lange, A. 2018; Verhoef, C. 2019). Their evaluations indicate that the programme is highly valued by participants. For example, the 2018 cohort were unanimous in their high levels of satisfaction with the programme and that they would recommend it to others. Fully 84% of entrepreneurs were making a profit, of whom 80% were more than 2 years old. By way of comparison 50-70% of small businesses in South Africa fail within 2 years. The evaluations also stated that the programme was enabling further individuals to gain direct employment, whilst the businesses were important for helping people get above the poverty line.

Key statistics:

- Number of businesses started 2015-18: 36
- Career Workshops held for Grade 9 and Grade 12 students since 2015: 6259
- Entrepreneurship workshops attended since 2015: 296
- Workplace experiences across the Overberg since 2016: 29 students

The evaluations also record that many participants have ambitions to continue to develop their businesses and improve their lives. The authors ask the very pertinent question: Who or what will help them get there?

Growing the Future organic farm

Growing the Future is a small intensive working organic farm that generates funds through the sale of organic ingredients to the Grootbos Lodge. It includes tunnels of vegetables, fruit trees, olive trees, herbs, free range eggs, honey, hydroponic strawberries and micro-greens. The farm operates organically, for example using ducks as biocontrol against slugs and snails. Organic waste from the Lodge is used to feed the farm's pigs. Figure 38 below illustrates the production levels from the farm and associated enterprise activities since 2013. It is clear that the farm has successfully provided considerable quantities of fresh produce for serving to guests in the Lodge. It is estimated that around 90% of herbs and 30% of vegetables served by the Lodge originate from the farm.

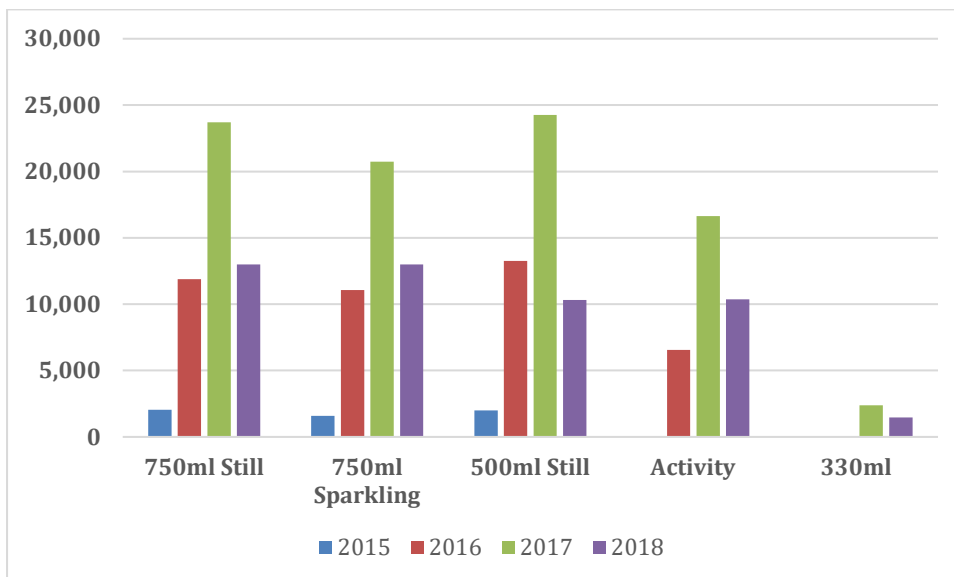
In addition, other products such as candles made from recycling wax have been produced in turn saving on the Lodge from purchasing such items. The production of bottled water has also been an important activity (see figure 39 below). Market prices are paid for all produce, which is generated

using sustainable approaches (applying principles such as recycle, reuse) wherever possible. For example, 42,168 KG of organic waste was sent to the farm from the Lodge to feed pigs.

Figure 38: Production patterns of different commodities

| | Years produced | Total production |
|---------------------|----------------|------------------|
| Honey | 2013-2018 | 3,695 Kg |
| Eggs | 2013-2018 | 225,441 units |
| Veggies & Fruit | 2013-2018 | 20,325 Kg |
| Micro-herbs packets | 2014-2016 | 8,757 units |
| Micro-herbs loose | 2017-2018 | 230 Kg |
| Preserves | 2018 | 61 bottles |
| Bead Key Holders | 2015-2018 | 1,013 units |
| Candles | 2015-2018 | 176,062 units |
| Jewellery sales | 2018 | 16,543 Rand |
| Spaza Food sales | 2018 | 46,700 Rand |

Figure 39: Water bottle sales 2015-18



'I am really proud of the entrepreneurship programme and it is actually spinning home-grown, grassroots entrepreneurs at a subsistence level and keeping on going. The success rate of businesses is good. The way they have been innovative. The programme partners with Explorio, a community marketing site to get the guys a free digital identity and an organisation in Hermanus who gives seed funding that we cannot loan. Working with LED schemes to use their contacts to get the guys into the scheme in the first place. That programme is catalytic.' Julie Cheetham, Managing Director, Grootbos Foundation.

Financial Information

Notable findings:

- The scale of the Foundation's work has grown substantially due to the ability to attract and generate funding to deliver new programmes and to scale-up existing ones.
- Financial management has been tight with expenditure being carefully aligned to income.
- The Foundation has been successful at attracting different sources of income and importantly has been able to create a significant proportion of self-generated income.
- Operational expenses have grown markedly. These now represent around 25% of all expenditure.

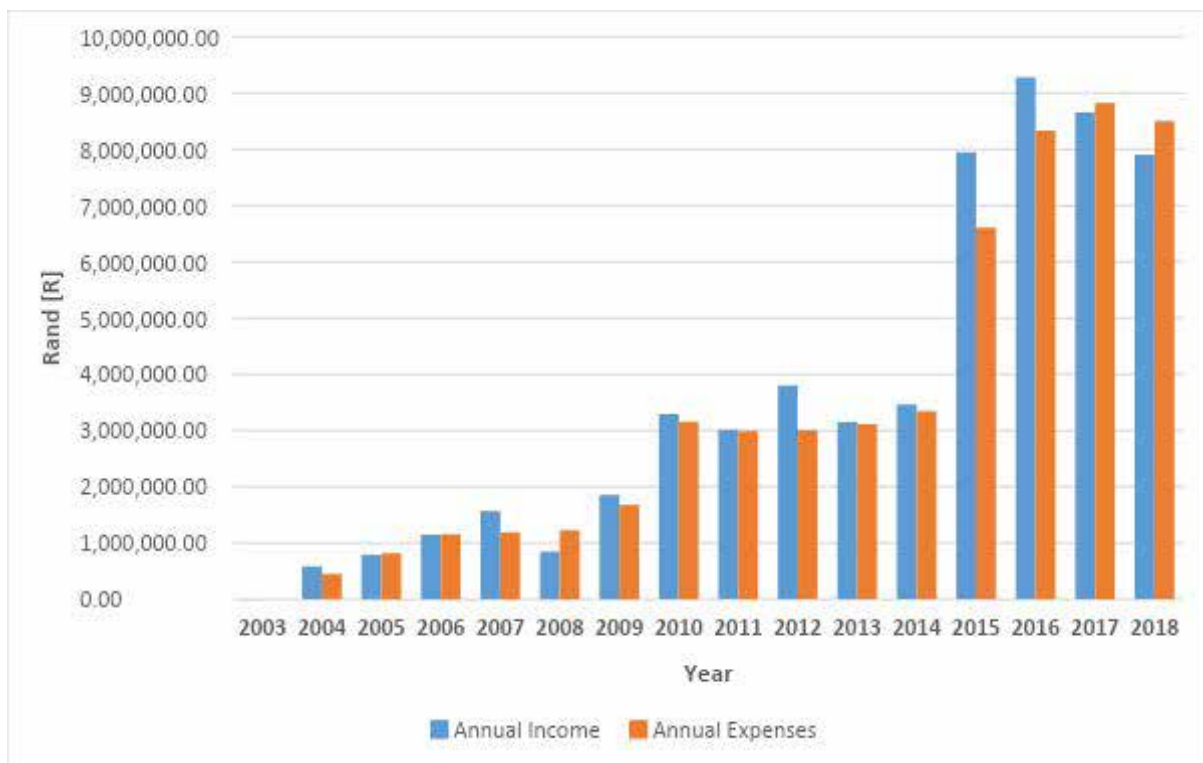
The key features analysed here are:

- Overall annual income trends
- Composition of income sources
- Overall annual expenditure trends
- Composition of expenditure destinations

Overall income trends

Not surprisingly the Foundation's income has grown considerably since 2004. Three distinct time periods can be identified which mark shifts in the Foundation's level of income: 2003-2009 when income was typically between R500,000 and R2 million; 2010-2014 when income was typically between R3million and R4 million; 2015-2018 when income was typically around R8-8million. Thus, there has been a large increase in the scale of the Foundation over 15 years, with a doubling of income from 2014 to 2015. These patterns correlate with changes in the Foundation's scale of activity. The increase from Phase 1 to Phase 2 relates to the inception of the Football Foundation and also Siyakhula. Whilst the increase in the 3rd phase relates to the ramping up of the range of activities offered by the FFSA. Figure 40 illustrates these trends and also demonstrates how closely expenditure has been aligned to income and has only exceeded annual income in years following surpluses. This indicates that sound financial practices and planning are being followed.

Figure 40: Annual income and annual expenses 2003-2018



Composition of Income sources

Gifts and donations have proven to be the single most important source of financial support for the Foundation’s activities, typically representing between one third and a half of annual income streams (see Figures 41 and 43). Grants have also been important, typically providing between 20 and 40% of total income, although in some years their contribution has fallen to below 15% (see figure 41). Self-generated income has also been a steady contributor, typically providing 15-30% of income, reaching a peak of over 40% in 2016. Each stream fluctuates in its relative importance and total contribution (see figures 41 and 42).

Overall, gifts and donations have been the single largest source of income for the Foundation contributing 41% of total income since 2003. Self-generated income and grants have also been important generating between 20 and 25% of all income.

Figure 41: Annual income 2003-2018 and components thereof

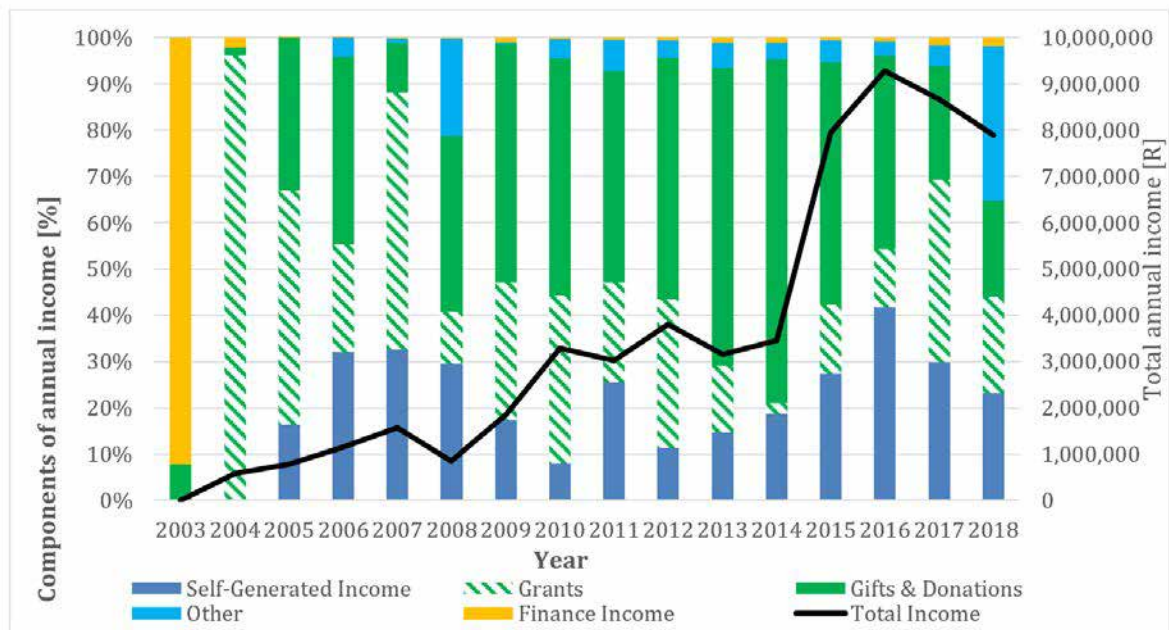


Figure 42: Contribution of Individual Sources of Income 2003-18

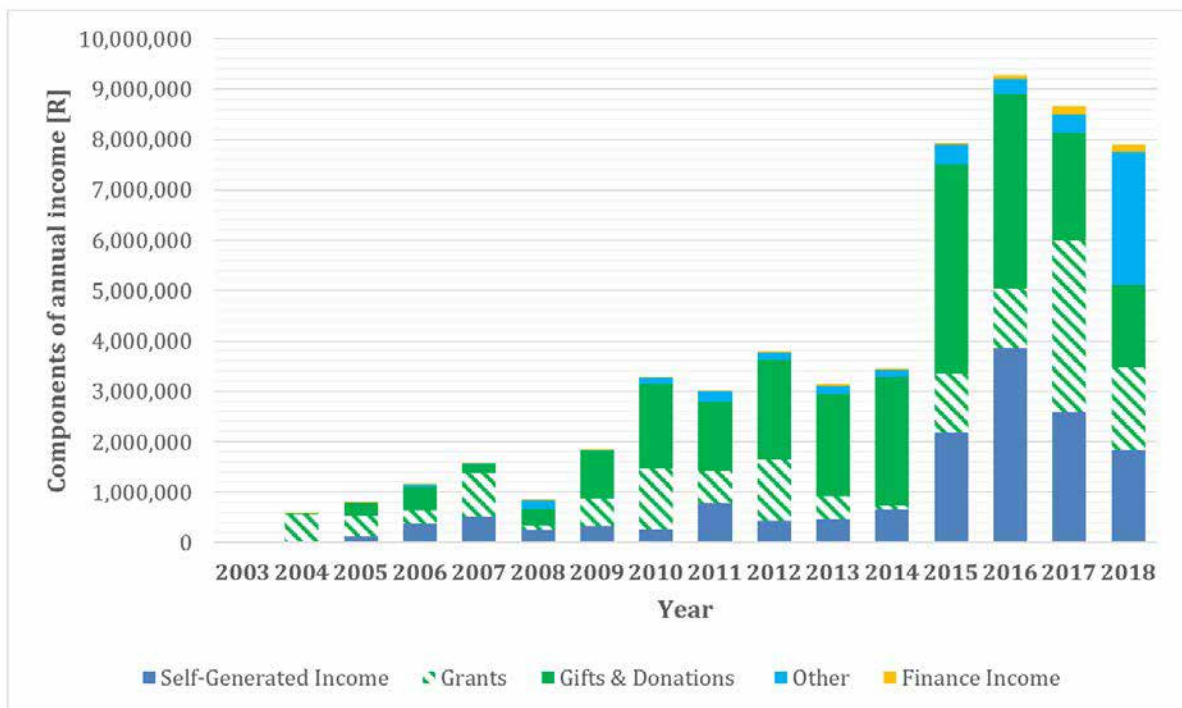
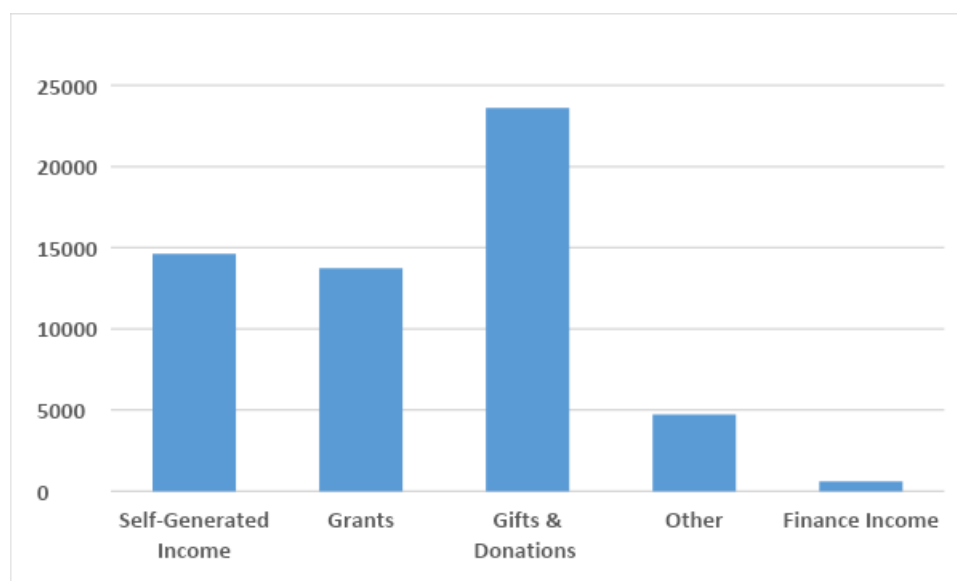


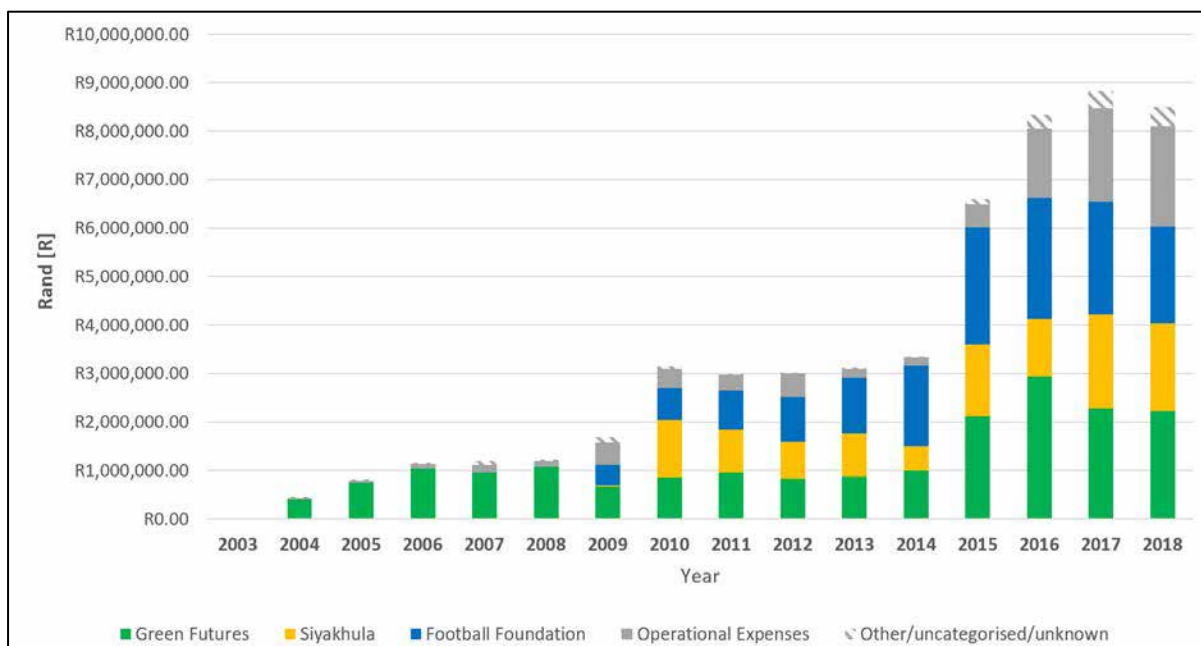
Figure 43: Income Sources 2003-2018 (ZARx100)



Trends in expenditure outlay and destinations

Expenditure has grown substantially throughout the lifetime of the Foundation, which is not surprising given the significant growth in the Foundation's activities over that time period. During the 2003-08 phase expenses were targeted at Green Futures, which became firmly established during this time. In 2009 FFSA and Siyakhula were initiated and also reached a point of full-scale establishment by 2014. In Phase 3 (2015-18) there was a marked upward growth in all three programmes, such that investment doubled between 2014 and 2015. In 2017 and 2018 the costs of the three programmes were more or less equal. It should be noted that overall operational costs increased significantly during the third phase, reaching ZAR2 million, equivalent to 25% of total expenditure.

Figure 44: Annual expenses trends per programme 2003-2018



Donations

As noted above donations are a major contributor to the success of the Foundation ensuring that it has been possible to deliver and expand programmes. In the first phase (2003-08) there were only a handful of donations each year and the total value was below ZAR1 million (see figure 45). In 2009 (at the start of FFSA) the number of donations doubled to 20 and the value leapt to over ZAR2 million. In Phase 2 (2009-13), which coincided with the aftermath of the global financial crisis, the value and number of donations dropped back. However, in Phase 3 there was a sharp upward trend of increasing number and value of donations in 2014. 2015 and 2016. These declined a little in 2017 and 2018 but still remain significantly higher than in 2013.

The majority of donations are less than ZAR250,000 with around one third being between ZAR100,000 and ZAR250,000 (see figure 46). Whilst donations of all shapes and sizes are vital to the success of the Foundation, ultimately it is the big donations which have the most impact. The English Premier League alone has invested nearly ZAR6 million into the Foundation’s work whilst the ABSA Foundation has contributed ZAR4 million (see figure 47).

Figure 45: Donation patterns 2003-2018

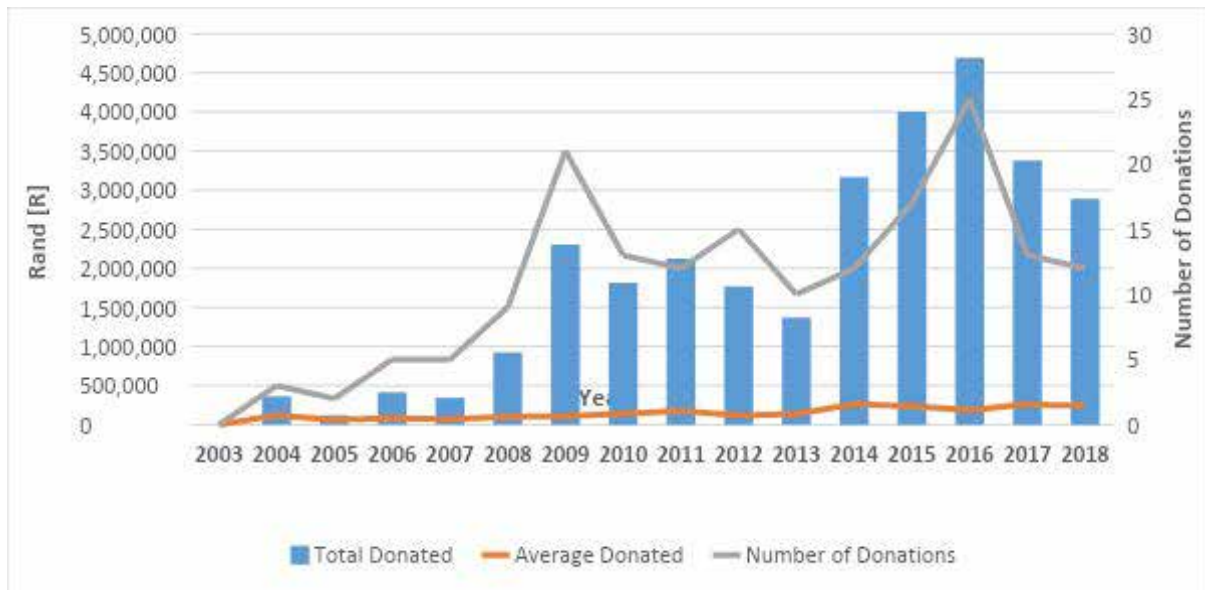


Figure 46: Total Donations in different value bands 2003-2018

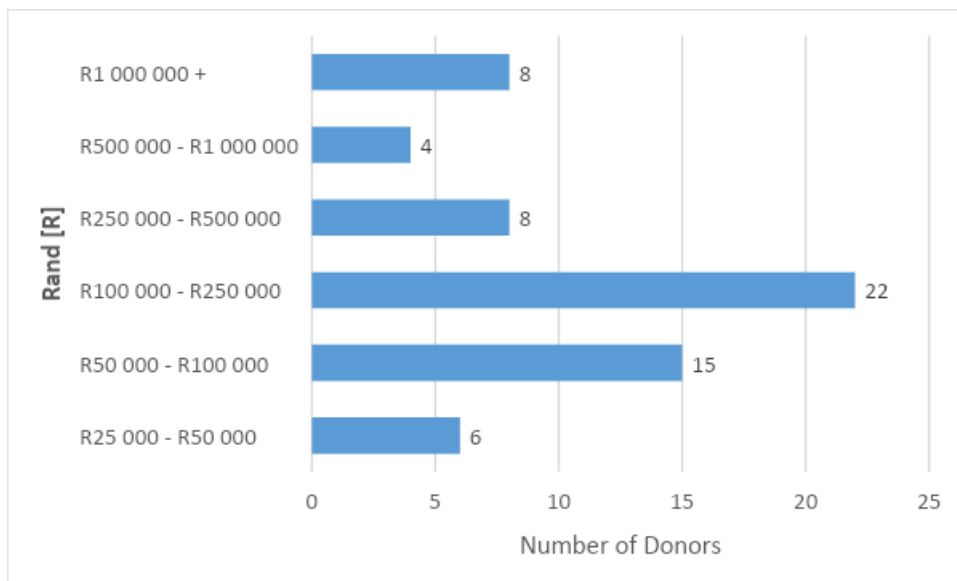
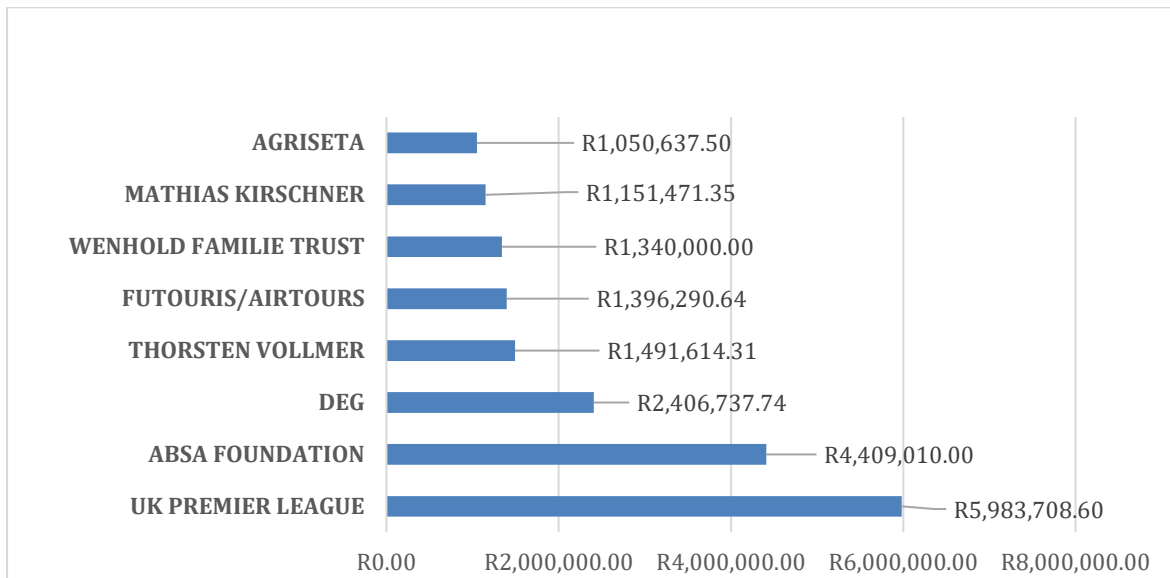


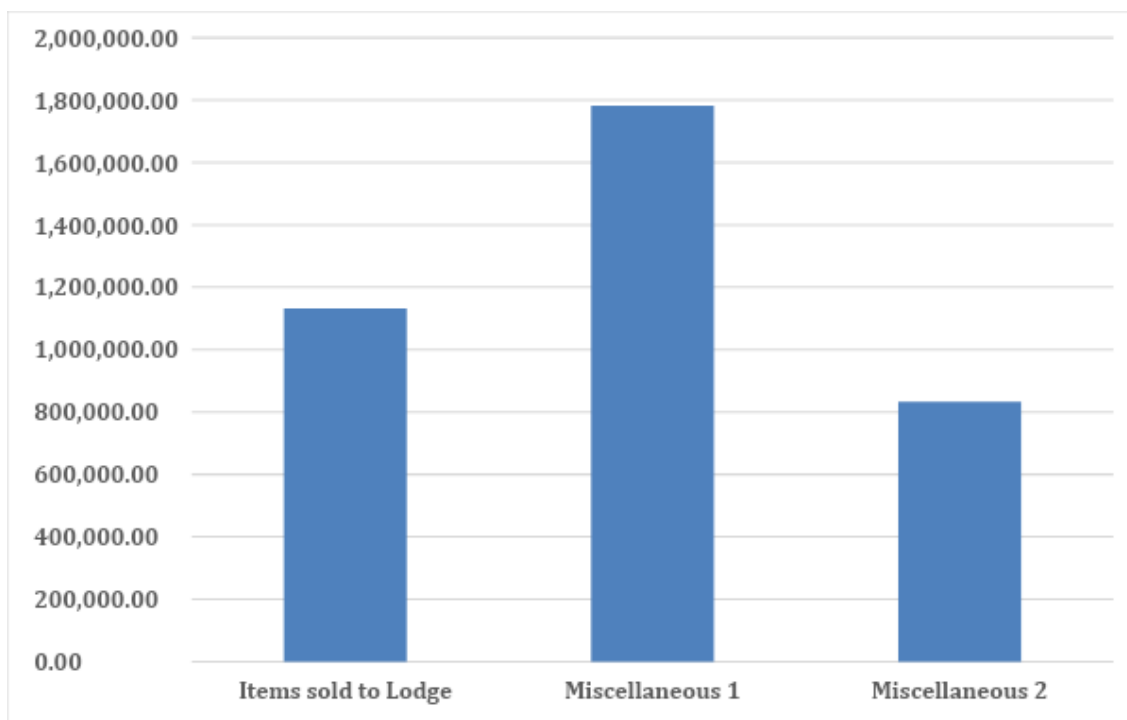
Figure 47: Financial Contributions by Major Donors 2003-2018 (ZAR)



Financial Contribution of the Lodge

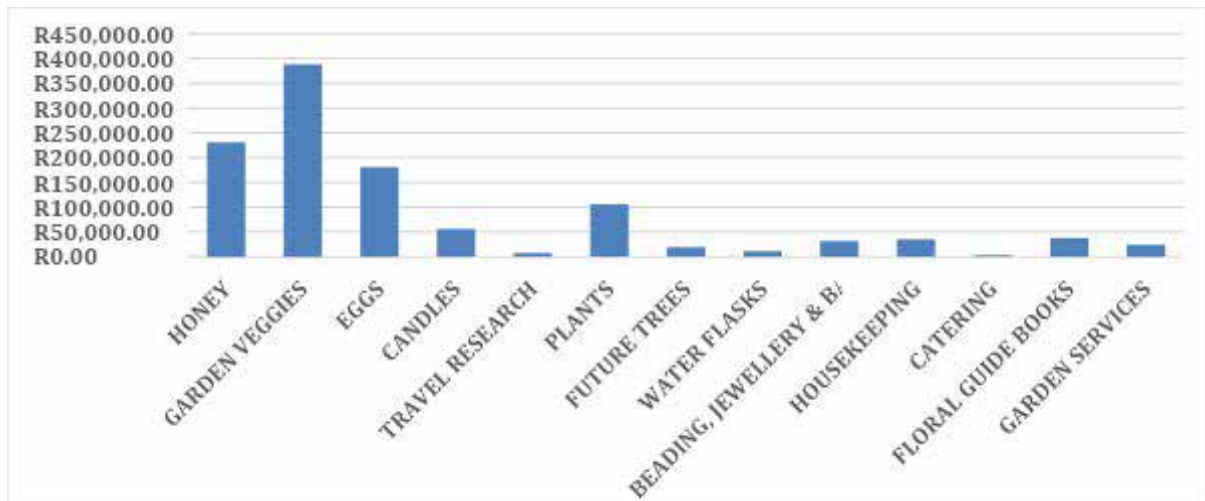
The Grootbos Lodge has been a significant contributor to the financial wellbeing of the Foundation. As figures 48 and 49 below illustrate items sold to the Lodge were valued at nearly ZAR 1.2 million in 2018, with vegetables and other food products representing the largest share.

Figure 48: 2018 Financial Contribution of Lodge



Total = ZAR 3.47 Million

Figure 49: Sales from Foundation to Lodge 2018



Assessment of overall impacts

The Foundation is having a tremendous range of beneficial impacts within an array of spheres in ways that are broadly consistent with its Mission and Vision. It is estimated that the Foundation's activities have reached a total of 30,000 beneficiaries over 15 years. Some of these engagements have been long-term and deep whilst others may have been in attendance at a single event. Overall, the reach into the community has been highly significant. The Foundation's endeavours to directly tackle structural inequalities related to race and gender are especially noteworthy.

In terms of conservation, the Foundation has achieved a great deal. Environmental challenges have been tackled directly leading to notable conservation gains, such as initiating successful alien clearing programmes and replanting indigenous trees. Considerable work has been undertaken to raise awareness of conservation issues amongst stakeholders a range of geographic scales – local, regional, national and international. There have been successes in terms of sharing and widely disseminating best practice, for example through the Walker Bay Fynbos Conservancy. More broadly, the establishment of a culture of learning and research has been a major achievement. A considerable amount of cutting edge work has been undertaken leading to greater understandings of conservation science.

Societal challenges in the Overberg and throughout South Africa are extreme and multi-faceted. The Foundation has set a remarkable standard by demonstrating what can be achieved with a clear focus and can-do attitude. Thousands of young people, the majority from deeply disadvantaged backgrounds, have been directly engaged with programmes promoting cohesion, transformation, gender awareness and citizenship. The benefits of these programmes are noted by external observers such as school teachers. The indirect impacts of the demonstration effects, the ways that the Foundation as a body, its staff and volunteers operate on a daily basis, are also extremely important for normalising positive attitudes and behaviours through social mixing and empathy.

'It provides a sense of community and responsibility for creating a positive impact on others. Grootbos needs to carry a lot on its shoulders to make it work, but it is humbling to see the effect it has had on people's lives. It is also amazing to see what has been accomplished in 15 years... A 3-year-old who may have started at the Foundation could now be 18-years-old. And they have had a better chance in life because of the Foundation. Because if the Foundation/ Grootbos was not there, he/ she might just be waiting for another job somewhere and that could be his/ her life. And so, the Foundation as a whole is life-changing for people.' Senior Grootbos Lodge employee, contribution to focus group, September 2019.

The Foundation has played an important role in the local economy. Many people have directly learned new skills, knowledge and experience that have enabled them to gain employment or become entrepreneurs in their own right. Indeed, some have become very successful as business people. There is strong evidence that individuals who have been through programmes with the Foundation have subsequently been able to increase their incomes and to embark on career paths, rather than remaining in insecure minimum wage work for years as sadly is the norm for many South Africans. The symbiotic relationship with the Lodge has been very important, creating actual direct job opportunities for people, generating opportunities for sub-contractors, acting as a training resource

and as a springboard for individuals to move on to further opportunities. Pushing out more highly trained, experienced and motivated individuals is also of benefit to the local economy more broadly.

More broadly, the Foundation has played a key role in developing the institutional fabric of the region. It has acted as a glue for different organisations to come together and to connect with bigger players, as exemplified through the Table Mountain Fund project. The Foundation's reputation and high standards of governance are key to its credibility.

How sustainable is the Grootbos Foundation?

Sustainability has shifted from being a widely used but often misunderstood word to being a powerful concept that underpins policies emanating from global multi-lateral organisations, national governments, local government, NGOs and businesses of all shapes and sizes. The potency of the term is evident in its deployment by the United Nations in their Sustainable Development Goals which have been routinely adopted to frame objectives by all manner of organisations. In its original incarnation sustainability was widely interpreted as being primarily focused upon environmental issues. However, the dominant approach currently centres on the 3 Ps – People, Profit and Planet model (see Figure 50 below). Thus, an activity is only truly sustainable when it provides for the needs of people, ensures that firms/organisations are financially viable and at the very least does not degrade the natural environment. Focusing on just one or two of these criteria at the expense of the other(s) is ultimately not going to be sustainable, in other words there will be problems that will undermine the future. Therefore, sustainability lies at the intersection of the 3 Ps as illustrated in figure 50.

Awareness of the far-reaching consequences of the climate and biodiversity crises is growing rapidly and it is evident that humans' lack of concern for the natural environment is creating significant social and financial costs. A long-term lack of attention to these issues is starting to cause very real problems which can only be tackled by framing our choices (as governments, NGOs, citizens and investors) through a 3Ps sustainability lens. Given the Grootbos Foundation's focus upon activities that fit within the sustainability paradigm it makes sense to review its overall impacts through the lens of what is termed 'strong sustainability'. In other words, do the activities of the Foundation when viewed collectively produce outcomes that can be considered truly sustainable?

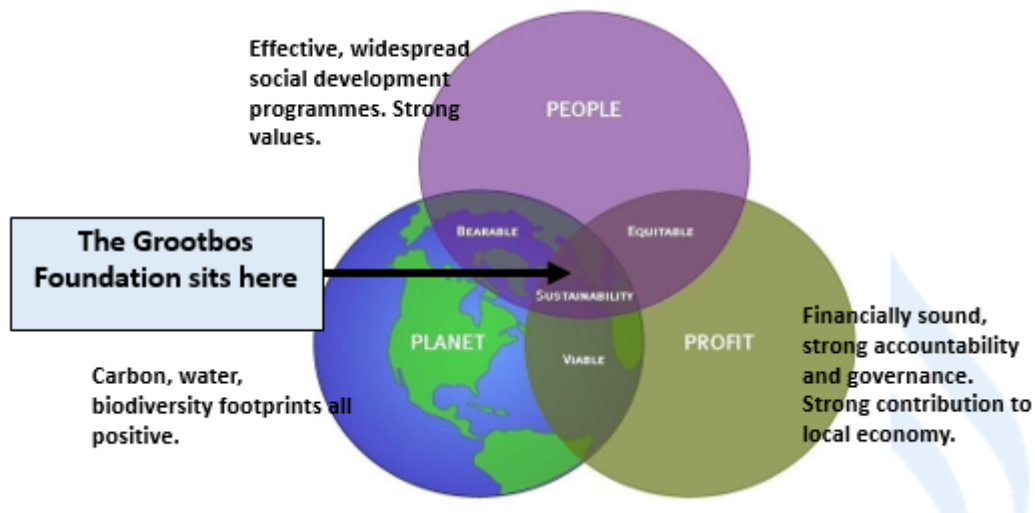
Based on the evidence assembled for this 15-year Review it is clear that the Grootbos Foundation has performed very strongly when judged through the prism of strong sustainability. Its activities produce important positive outcomes under each of the three sectors of the sustainability model. In the **economic sphere** the Foundation makes significant contributions within the local economy through the provision of support for entrepreneurs and by training people for specific job roles. The Foundation itself also sets a good example through its financially sound approach aligned to effective governance. In terms of internal economic sustainability, the Foundation has developed a resilient financial model. Funds are drawn from diverse sources, which spreads risk, strong enduring relationships with donors are developed and long term fund raising initiatives are developed via the Lodge (such as the Conservation Levy, the art project and the wine cellar).

In the **social sphere**, there are major benefits attained via the Foundation's value-driven approach which inculcates positive, respectful attitudes within all its programmes. Importantly, the Foundation has been prepared to rise to the challenges faced in the daily lives of its community and has run programmes supporting young people in better understanding issues such as HIV and gender awareness. The sport for development programmes run through the Football Foundation have played a crucial role in improving people's esteem and self-expectations, as well as promoting cohesiveness

and personal health. The reach attained into the Gansbaai community has been considerable, whilst the impact of spreading good practice geographically has also been notable. The **natural environment** was the original focus of non-business efforts led by the Lodge even before the Foundation formally existed. It is therefore not surprising that achievements in the realm of conservation and the environment have been extraordinary. Work to restore natural fynbos landscapes has been instrumental in improving biodiversity and water budgets. Good practice has been spread within the Overberg through strong engagement with local organisations. Whilst, engagement with the wider scientific community has enabled nationally and globally significant research to be undertaken.

Therefore, it is fair to conclude that the Foundation practices true strong sustainability and that its impact sit within the 'sustainable' sub-sector of the sustainability model. That it is not to say that improvements cannot be made, but that when viewed holistically the Foundation does a remarkable job of promoting a consistently sustainable approach.

Figure 50: The Sustainability of the Grootbos Foundation



The Relationship between the Lodge and the Foundation

The relationship between the lodge and the Foundation is highly distinctive with each organisation providing a critical role in supporting the other. The Lodge provides a great deal of opportunities for the Foundation, including:

- a direct market for the produce that results from various of the Foundation’s activities, i.e. food for the kitchens, plants from the nursery
- access to direct employment for people undertaking training through programmes such as Siyakhula
- in-direct employment for people who have set up their own businesses after training and go on to provide services for the Lodge
- The provision of goods and services to the Lodge provides a steady, reliable income for the Foundation

- Through the Lodge, the Foundation is able to access very levels of expertise in relation to good governance practices. This is critically important for ensuring that both the Lodge and Foundation are above reproach in terms of their practices which is vital for their separate and joint reputations.
- The Lodge provides opportunities for funding streams to be accessed via lodge guests who may directly donate to the Foundation or may purchase products whose sale price contributes to the Foundation.
- The Lodge also provides access to influential social networks through the people who stay there. Guests are able to gain visibility of the Foundation's work during their stays and may choose to directly or indirectly provide the Foundation with assistance in reaching out to funders. Access to such social capital is one of the defining features of the relationship between the Lodge and the Foundation.

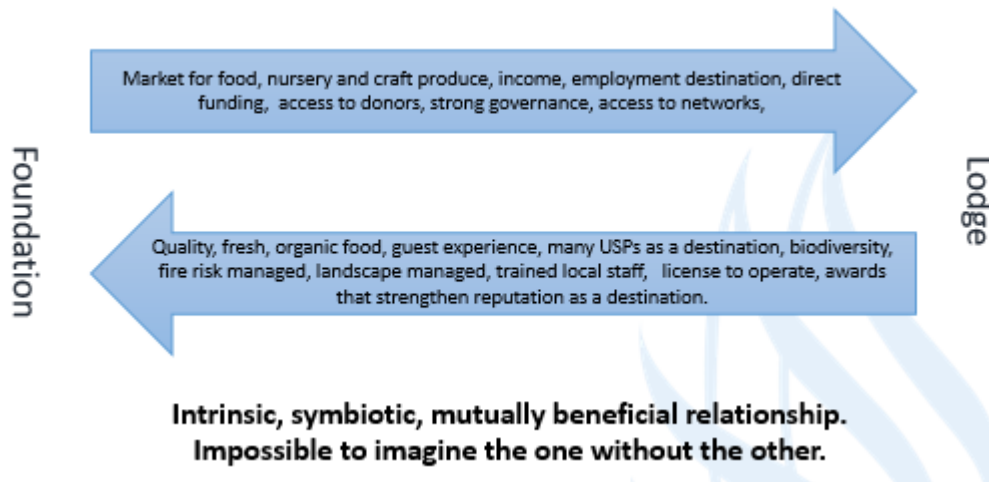
'The Foundation itself is not what entices guests to come, but it is definitely something that enhances their experience. The guests can also then spread the message more. Having the Grootbos name associated with it can be a marketing tool, and business (from the lodge) can also benefit.' Senior manager, Grootbos Lodge, contribution to focus group, September 2019.

In turn the Lodge benefits from the Foundation in a number of important ways:

- They are able to recruit well trained staff who have a full understanding of the Lodge's mission and standards.
- The food provided for the guests is fresh and locally produced to high standards. Its localness and the opportunity to show guests the 'food journey' plays well to (high-end) consumer preferences whereby provenance and authenticity are important components of expectations. It is important to note that the Lodge demands the highest of standards, this is not a case of accepting second or third best products or services in order to promote a social benefit. In order to meet the expectations of the Lodge's high-end clients it is essential that every aspect of their experience is first-rate. Therefore, the Foundation must meet those standards consistently.
- The conservation achievements are critical for providing a truly special place for guests to enjoy. The ability to share the biodiversity and conservation story with guests is an important aspect of the Lodge's offer. The Foundation's work provides the detail of that story and adds authenticity to the guest experience.
- Furthermore, the landscape management of the conservation work also helps the Lodge to manage the fire-risk which is ever present in fynbos landscapes.
- The Foundation's work creates a number of Unique Selling Points for the Lodge's tourism offer. This is reinforced by the number of external awards that the Lodge has received over the years, which reflect its very high international status. These awards are underpinned by the work of the Foundation.
- The Foundation's strong commitment to the local community is very important for providing the Lodge with a license to operate. The Foundation's work demonstrates the very meaningful beneficial impacts that 'Grootbos' has locally which is recognised by local people, thus ensuring social and political acceptance.

Ultimately, the Lodge and Foundation enjoy an intrinsic, symbiotic, mutually beneficial relationship. As one respondent said during an interview for this report, 'it is impossible to imagine the one without the other'.

Figure 51: The Symbiotic Relationship between the Lodge and Foundation

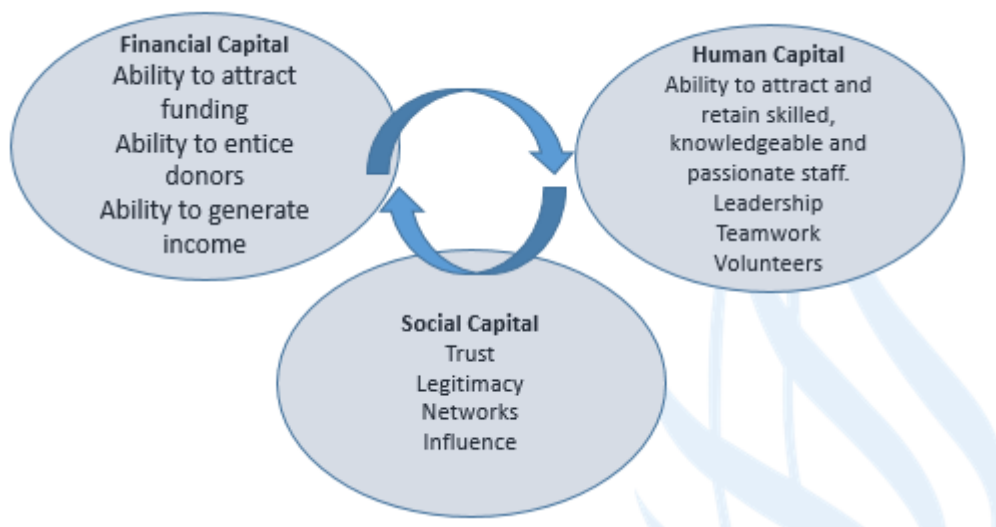


'The Foundation clearly serves the business. That is clear. Anyone who understands the model, even the most business minded people will realise the value of the Foundation to the brand. The Foundation needs Grootbos and this has become so much part of the brand, so embedded. Grootbos needs the work of the Foundation.' Interview with Senior Foundation Manager November 2019.

Drivers of the Foundation’s Success – ‘Capturing Capitals’

The Foundation’s success has been driven by the ability to capture three types of capital which are mutually reinforcing. The ability to attract finance is clearly essential to the Foundation’s ability to maintain and expand its operations. Finance is obtained through different routes including: funding awarded by external bodies; funds that are donated and income that is earned through the sale of goods and services. In order to make these different funding channels operate effectively, the Foundation is reliant upon its human capital. Fundamentally, the Foundation is able to deliver its programmes to an exceptional standard due to the quality of its staff, at all levels. There is effective and purposeful leadership and an ethic of teamwork. The role that volunteers have played should not be underestimated. In turn the Foundation benefits from its extraordinary levels of social capital. This refers to its wider relationships within social and economic spheres, which are heavily influenced by the Lodge. For example, for a small Foundation in a relatively remote corner of Africa to be recognised and supported by sports clubs and associations in Europe is remarkable. This occurs on the one hand due to the convening power of the Lodge, reinforced by Michael Lutzeyer’s ability to communicate ‘the story’ to people. On the other hand, ‘the story’ is credible due to the excellent work undertaken by the Foundation’s staff in delivering quality programmes with strong governance. Therefore, potential funders and donors are convinced that their investments will be used wisely and produce worthy outcomes. The Foundation has high levels of recognition within donor and funding networks. Its links into broader institutional networks, including Universities within and beyond South Africa, is also remarkable. These enduring relationships are an absolutely critical driver of the Foundation’s ongoing success.

Figure 52: Capturing Capitals



Weaknesses/Challenges/Risks

Managing Director’s Perspective

‘You have communities that are growing. Masakhane has doubled in size in the last 3 or 4 years. You have endless needs. You have great relationships with the community but the community has endless needs. How do you keep trying to serve your purpose of trying to serve all the communities in your catchment if those communities keep growing, government goods and services don’t improve but funding keeps on being tight. On the conservation side it is equally tight. There are things like removing alien vegetation and the biodiversity piece that is prohibitively expensive for private individuals to do.’ Julie Cheetham, Managing Director, Grootbos Foundation.

Reliance on key champions/leaders, 'succession planning'.

The Foundation has been fortunate to be able to draw upon a very strong talent pool and has punched well above its weight in attracting and retaining high quality employees. Being in an attractive natural environment with relative proximity to Cape Town is a major advantage for attracting staff and for achieving linkages with the Universities in the region. Some individuals have been part of the Foundation for many years and retain incredible levels of institutional memory. This has ensured continuity which aligned to the fresh blood that has steadily come into the organisation over the years has ensured that the central mission and values have remained intact whilst the remit has evolved. However, there is a high degree of reliance on a handful of key individuals, especially Michael Lutzeyer. Ultimately, it is Lutzeyer's drive, passion and creativity that has created the Foundation, defined its mission and perhaps most critically ensured that it has a viable funding structure. His ability to catalyse opportunities through the Lodge has been extraordinary. Succession planning is therefore critical at all key points within the organisation.

'Michael is a unique character and a lot of the funding, the support, the backing from the shareholders is because of him. Without him I am not quite sure how it would go forward. It is his legacy, his vision, his dreams. He has been the driver behind it.' Interview with Senior Foundation Manager November 2019.

Scale and reach of programme

The Foundation's reach has grown to an incredible extent in terms of the number of programmes and activities being offered, the number of beneficiaries reached, the geographic area over which it has occurred and the amount of income being raised to support all the activity. This growth brings its own challenges. The demands on staff can grow considerably (see below), whilst the imperative to maintain ever higher levels of income increases. The loss or reduction of a single income stream can be very damaging with ramifications across different programmes. Whilst size can increase flexibility, it can also increase bureaucracy and risks to the stability of the overall organisation. Furthermore, as the range of activities increases so it can become harder to maintain overall coherence within the organisations mission. When the array and depth of challenges is so vast it is very easy to engage with activities and programmes because there is a demonstrable need. Therefore, it is very important to ensure that activities are consistent with the core mission, add value and do not bring unnecessary risks into the equation.

Maintaining the identities of the Lodge and the Foundation

The word 'Grootbos' is often used interchangeably as shorthand to refer to the Lodge or the Foundation or both collectively. This is understandable, and does reflect the very close relationship between the two entities referred to previously. However, it can lead to a lack of clarity about the Foundation's mission and perpetuates an external perception that the Foundation largely serves the interests of the Lodge as a form of public relations marketing and a supplier of staff, services and goods.

Over-stretched staff

Foundation staff are clearly very dedicated and work incredibly hard, the majority extending their efforts well beyond the confines of their contracts. This plays out in terms of people putting in extra time at the evenings, weekends and on their days off. People also commit deeply in intellectual and emotional terms, providing challenging forms of support for the Foundation's beneficiaries. Whilst work in the NGO and people-centric sectors tends to require deep commitment from employees, there needs to be explicit recognition that demands need to be reasonable and bearable. Systems need to be in place to ensure that highly valued staff do not burn out physically, emotionally and mentally. The Foundation needs to be a place that is recognised as a great place to work, not just because of the outcomes it produces but also due to the environment within which people work. Over-worked staff are a risk to the organisation in terms of impacts upon future recruitment, increased likelihood of mistakes and ultimately a drop in performance.

Local perceptions and buy-in

Whilst the value that the Foundation (and the Lodge) bring to the local economy and community is broadly recognised there are still tensions related to people's perceptions of the motives driving the Foundation's work. In other words, some believe that the Foundation acts largely in the commercial interests of the Lodge, whilst others fail to engage with the direct and catalytic benefits that the Foundation can generate. Such attitudes and behaviours can be found embedded within various facets of the local community including councillors, individual residents, community groups, landowners and teachers. This is not an issue unique to South Africa or the Overberg. But the ongoing legacies of racial oppression, social disparities and strong political allegiances add a locally problematic flavour. Ultimately, these attitudes do constrain the full set of benefits that the Foundation and the Lodge can engender. These issues are exemplified in the context of the FFSA: *'We eventually started employing community coaches, also put them through training and then the project grew from there. We had income for the football, our coaches' gained traction but also not without problems, we had a lot of struggle with SAFA in the beginning and them boycotting the community coach that we employed because he wasn't originally from the community'*, (Interview, March 2016).

Relationships with local organisations

Given the extent of social, economic and environmental need it is hardly surprising that many organisations, especially NGOs, have emerged to tackle local problems. Unfortunately, as expressed in the Walker Bay Conservancy report, relationships between these groups have not proven to be as cohesive and collaborative as would be hoped. Ultimately, a competitive situation for limited financial resources is not a fertile ground to promote mutually supportive behaviours. This situation is an ongoing risk for the Foundation as it undermines efforts to disseminate good practices and de-motivates staff who have to battle against negative attitudes.

Macro-scale instabilities

The context within which the Lodge and Foundation operate is unstable. Whilst South Africa has enjoyed relative peace in the quarter century since the ending of apartheid many tensions remain unresolved. The lack of meaningful socio-economic transformation is an ongoing threat as there is ample space for political disruption to occur. External shocks, such as natural disasters triggered by climate change, pandemics and global economic downturns, can rapidly exacerbate pre-existing fault lines in society and greatly increase the challenges facing the Lodge and Foundation.

Scale of economic and social problems

The Overberg, the Western Cape and South Africa more broadly face an incredible scale of economic, social and environmental challenges, which scarcely seem to diminish. National and local unemployment remain stubbornly high and continue to fluctuate rather than diminish, whilst the impacts of climate change are increasingly being noticed in the landscape and in terms of creating challenges for people. The extent and range of problems can seem demoralising for individuals and an organisation whose mission is to make a significant dent in these problems and create a better life for all.

What has been interesting has been to see how the Foundation evolved and developed and to see how lives of members of the community have been impacted in a number of ways. Sometimes you get a feeling that one project is not enough. But when you realise that the children have benefitted and their parents have benefitted and that the children have benefitted in three different ways through their schooling. You have got to be positive and proud. Obviously, there are massive social issues and you are never going to solve everything.’ Interview with Senior Foundation Manager, November 2019.

Funder priorities and behaviours

Funding priorities tend to go through trends at the macro-level and also within individual funding bodies. Certain issues and themes become ‘flavour of the month’ and then disappear off the radar in favour of the latest trend. This can be very de-stabilising for those dependent upon external funding who require continuity and whose activities can be put at risk if funding applications have to be continually re-orientated to align with the latest set of criteria. Increasing trends towards higher levels of due diligence also impose greater costs upon NGOs. Other challenging funder behaviours include encouraging projects to become financially self-sustaining, which many are not by their very nature and the desire to fund ‘innovative’ projects which belies that reality that most needs are mundane and require tried and trusted solutions.

Recommendations

Ensure clarity of identity and brand

Currently the term ‘Grootbos’ is regularly used by internal and external stakeholders to refer to activities undertaken by the Foundation. It is important that the identity of the Foundation and its component activities is clear and well communicated, for example, the presence of a (Football) Foundation within the (Grootbos) Foundation is a source of confusion to some. The conflation between the commercial and public benefit work only serves to encourage misinterpretations of the Foundation’s drivers and motives. Equally, there needs to be more clarity about the language used to describe the Foundation’s structure. This will help stakeholders to better understand the Foundation and its programmes.

‘The Foundation is in a good space, it has a good track record. It has matured. It grew rapidly and there were lots of ideas. And then we have been very clear in the last few years that we should consolidate and stay focused and not jump into a whole load of new things.’ Interview with Senior Foundation Manager November 2019.

Re-visit Vision, Mission and Objectives

The Foundation's scale and reach have increased considerably since its launch. This results from the sheer range of issues and challenges that require addressing combined with the Foundation's adaptability to take on new projects. New ventures are consistently being added. However, this has led to 'mission-creep' and has unsettled the clarity of the Foundation's core objectives. It is important to take stock and review exactly what the Foundation stands for and to set clear objectives which are followed consistently. This does not mean that new opportunities should not be tackled but that care and consideration should be applied when assessing potential new ventures to ensure consistency in the Foundation's approach. The Foundation needs to maintain its innovative, entrepreneurial, risk taking approach which sets it apart from most other similar organisations but equally, the reality that one Foundation cannot solve all the region's problems must be borne in mind.

The Sustainable Development Goals (SDGs) are being widely adopted by organisations around the world as a key mechanism for organising their activities. Funders also are increasingly asking that requests that the objectives of proposals align with SDGs. It is important therefore that the Foundation embraces the SDGs and their associated targets and indicators more explicitly in planning and reporting. This will help to ensure that there is clarity and consistency in the Foundation's overall Mission.

Succession planning

A small number of key individuals, especially Michael Lutzeyer, have been drivers of the Foundation's journey. This has brought many benefits for the organisation but equally leaves it vulnerable due to the high levels of strategic and tactical dependency that have been drawn from these individuals. Therefore, it is vital that succession plans are drawn up to ensure that the core qualities that are embodied by the Foundation are maintained into the future. The role of these individuals in capturing funding streams should also be considered and efforts made to put in place enduring forms of income generation.

Staff and volunteer well-being

Given the challenges faced by staff and volunteers, consideration should be given to implementing a programme of ongoing training and support which focuses on wellness and wellbeing. This needs to be matched with a review of working arrangements to ensure that demands placed upon staff and volunteers are reasonable and consistent with the very highest standards of best practice seen in leading global organisations. It is vital that this element of sustainable practice is consistent with the other strands of activity which the Foundation is renowned for. The volunteer experience is an important component of the Foundation's reputational management with international partners, providing a direct window into the Foundation's daily activities. It is vital to ensure that this window consistently presents a positive picture.

Mainstreaming values amongst stakeholders

It is important to ensure that the Foundation's values are mainstreamed across all its activities and engagements. For example, clear principles for membership of the Walker Bay Conservancy could be applied now that the organisation has maturity. Members could be asked to sign-up to these principles as a pre-condition of their membership. This would bring two benefits; firstly, ensuring that the values of the Foundation are clearly communicated and shared with stakeholders, encouraging others to adopt similar positive behaviours and attitudes and secondly, as a form of due diligence reducing reputational risk by association for the Foundation. Examples, of applicable principles include: any wildflower harvesting undertaken on Walker Bay Fynbos Conservancy land should be consistent with the principles of the Sustainable Harvesting Programme; workers should be paid the appropriate minimum wage and commitment made to comply with environmental and labour laws.

The idea of mainstreaming values amongst stakeholders can also be applied to general forms of good practice. The Foundation has a great deal of knowledge, experience and social capital which could be shared with other organisations in the region in order to improve the local socio-economic fabric. This obviously does already occur to some extent but could be a greater and more formal focus of activities. Equally, synergies between the various programmes and projects occurring in the area could occur helping to grow the region.

Mainstreaming values should also be explicitly targeted amongst internal stakeholders, such as Lodge employees. Some members of our focus groups described how some employees were perhaps not as aware of the values of the Foundation (and by association, the Lodge) as perhaps they might be. They referred to practices like recycling not being applied in people's personal lives. This is less of an issue than it was in the past given the increasing proportion of Lodge staff who have progressed through Foundation programmes. However, it is important to instil core values into staff as 'life values' rather than as principles that only apply at work. In this way staff become ambassadors for the Lodge and Foundation within their communities through their daily practices and values.

Streamline M&E

During its history the Foundation has been very effective at collecting data which can be used for Monitoring and Evaluation purposes. Such data has largely been collected in order to meet the reporting requirements of funders. During the process of assembling all the available data for this review it became clear that vast amounts of information existed. So much so, in fact, that the quantities were almost overwhelming for those tasked with organising it! The task being further complicated by the evolving nature of data categories with different definitions for inclusion being applied at different times. Undertaking the sorting process for the evaluation has been extremely valuable as it has helped to identify which categories of data need to be collected systematically and in what format. Going forward it is important that this process is further refined so that data is collected consistently and that there are clear plans for ongoing usage of the data for evaluation purposes. The data that is collected needs to have a clear purpose, otherwise considerable time is wasted in wading through datasets to find relevant, consistently defined, informative information. It is also important to ensure that qualitative data is collected as well as quantitative data. This is very useful for measuring impact and also for discerning trends that are not likely to be evident in numerically focused surveys. It is also important to ensure that the data streams and methodology focused upon in monitoring and evaluation track back to the Foundation's mission and objectives. Maintaining a rolling dashboard of key indicators under each programme would be a valuable exercise. Again, the targets and indicators identified in the SDGs provide useful pointers for developing M&E frameworks. Furthermore, it is important to work closely with external bodies providing forms of M&E insights to ensure that the data they collect is of direct value to the Foundation and that their methodologies are sufficiently robust. This is especially important when working with students. The standards of rigour required for a BA dissertation may not be sufficient for professional purposes.

Concluding Comments

As the Foundation leaves its teens and becomes a young adult....may it use the past mistakes as stepping stones to a successful future

Natasha Bredekamp - Football Foundation Project Leader

I would love to see the Foundation deepen its impact around community and conservation, bridging the gaps in more tangible ways. I would like to see conservation at a grass roots level that can add value to the lives of the communities that we work with, to create community role models and a sense of pride in preserving the incredible biodiversity which is on our doorstep.

Lily Upton - Grootbos Foundation Project Leader

To continue to be resilient, focus and deepen programmes to impact more lives in a sustainable way.

Simone Davel - Siyakhula Project Leader

To continue making a difference in people's lives by means of immersing one into the beauty of our region be it via conservation, community or our rich culture and enlightening people that they too are the guardians of this special place.

Lindsay Hanekom - Grootbos Foundation, Head of Operations

I would like to see a stronger link between conservation work and community work in terms of what we could achieve growing green economy, sustainable harvesting, more opportunities for alien clearing. There are huge opportunities for jobs in alien clearing. It's a no brainer as it works for communities and for conservation. More people benefitting from natural resource management.

Senior Foundation manager

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