

2012

A Resource Book for the
Development of the Maitland
Garden Village Green Light Project

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WPI

Table of Contents

Introduction	3
Section 1: Background	4
Overview	4
Green Light Project Background	Error! Bookmark not defined.
Section 2: Strategic Plan	6
Overview	6
Green Light Project Strategic Plan	Error! Bookmark not defined.
Strategic Philosophy.....	7
Strategies and Goals	9
Programmes.....	Error! Bookmark not defined.
Section 3: Financial Management and Funding.....	15
Overview	15
Green Light Project Financial Management Guide.....	17
Financial Accounting	17
Budgeting	21
Funding	22
Section 4: Proposing Ideas.....	23
Overview	23
Green Light Project Help Centre Proposal Analysis	24
Programme Analysis	24
Venue Analysis	36
Managing the Help Centre	37
Conclusion.....	40
Appendices.....	41
Appendix A: Budget Sheet Template	41
Appendix B: Balance Sheet Template	42
Appendix C: Statement of Revenue and Expenses	43
Appendix D: Cash Receipt Form.....	44
Appendix E: Cash Disbursement Form.....	45

Introduction

The Maitland Garden Village Green Light Project is a community-based organization that was established in 2011 and is engaged in bringing the MGV community together through various programmes to promote self-reliance, self-esteem, creativity, and education. From October – December 2012 a group of students from Worcester Polytechnic Institute, Massachusetts, USA, worked with the Green Light Project (GLP) to enhance current programs and develop a plan for a community Help Centre. This resource book was compiled by these four students as a tool to help:



Figure 1: Green Light Project

1. Provide the Green Light Project with the required material to create its own future proposals to obtain funding and equipment.
2. Address the challenges involved in obtaining a Help Centre venue.
3. Promote the advancement of the GLP in regards to management, marketing, and funding.
4. Strengthen the current programmes of the GLP and encourage the development of new initiatives.

This resource book is organised into an overview section followed by an Appendices section. The overview section includes brief descriptions of the key features of community-based organization (CBO) development and the Appendices section includes detailed information corresponding to these overviews. The resources throughout this book are ultimately intended for future GLP use in expanding its network of stakeholders and in preparing proposals and grant applications.

Section 1: Background to the Green Light Project

Overview

A background statement is essential to include in all deliverables presented by a community-based organization to potential stakeholders and investors. It is an important overview that gives some insight into the demographics of the potential beneficiaries of the CBO's services. The background informs readers of the community problems that have led to the formation of the CBO and why these problems exist. It informs investors of the need for the organisation in the community and therefore is important to include in any proposal or grant application. Having worked with the Green Light Project (GLP) for seven weeks, we have been able to develop a background statement that can be used by the organisation when preparing proposals. This background statement for the GLP can be found below.

Maitland Garden Village (MGV) is a formal, historically coloured community located on the outskirts of Pinelands, a suburb of Cape Town (fig. 2). The village has an estimated population of 1,600 people, and approximately 457 of these residents live in backyard dwellings. During a community survey 262 residents were found to be unemployed (16%) although in conversations with community members it seems that this number is likely closer to the South African unemployment rate of about 25%.



Figure 2: Maitland Garden Village

Though MGV appears at first glance to have a strong community support system, many talented residents, and a low crime rate, it still faces numerous social challenges as a community. The most serious challenges are idle youth and unemployment, factors contributing to problems in the community including teenage pregnancy and substance abuse. Lack of communication between community groups make tackling these problems even more difficult.

The Green Light Project was created to confront these problems. Reaching out to a large audience, the Green Light Project mission focuses on helping community members of all ages through its various projects. The programmes initiated by the Green Light Project were designed as an outlet for the community to express themselves in a positive way and to begin fighting these serious problems. A year after its establishment, the project is still operating and providing many community development programmes. Currently the GLP is also looking to work more closely with other organisations in MGV to fix the communication gaps between the various community groups.

Although the Green Light Project has been making progress in expanding its community involvement and organizing various programmes, one of the biggest struggles it has been facing is finding a building from which to operate. At present, the organisation has been operating out of a few different venues, including members' homes, a community centre focusing on projects of its own, and the Methodist Church hall. However the Green Light Project feels their programmes as well as the community as a whole could be substantially improved were they to obtain a venue of their own.

Section 2: Strategic Plan for the Green Light Project

Overview

Even though the background statement provides investors with some information about the CBO, it does not provide adequate information for funders regarding the activities of the CBO. A background statement must be followed by a strategic plan, which describes how the CBO intends to address the community problems identified in the background statement. Strategic plans are typically divided into three sections: a strategic philosophy section, strategies and goals section, and programmes section. These sections are briefly described below.

Strategic Philosophy

The strategic philosophy section contains the CBO's vision, mission, values, objectives and beneficiaries, and clearly indicates to funders how the CBO feels it can address the problems identified in the background section.

Strategies and Goals

The strategies and goals section outlines guidelines by which the strategic philosophy may be achieved and how these strategies will help the organization achieve its short-term and long-term goals.

Programmes

The programmes section gives a detailed description of the programmes being run by the CBO as well as those being run by other organisations in the community. It also outlines important details on the programmes such as how many people benefit from the programme. This section is important because it provides specific information to funders on what it is the CBO does so that they may choose if they are interested in assisting in programme development.

In addition to being used for a strategic plan, the information presented in each of the three sections above can also be used on its own for different purposes such as creating pamphlets, developing NGO applications, and generating marketing documents.

Our work with the GLP has given us valuable insight on the organisations strategic philosophies, strategies and goals, and programmes. This information has been used to develop a strategic plan document for the Green Light project which can be used by the organisation anytime they deem necessary and can be found below.

Strategic Philosophy

Vision

By the end of 2013, the Green Light Project expects to be a recognized and registered non-profit organisation with opportunities to apply for grants and seek out sponsors. It looks forward to expanding its community involvement, especially among the youth activities, and will provide organised programmes relating to a variety of community needs. By 2017, the organisation intends to have a renovated, fully functioning venue for events and programmes that would also serve as a self-help centre, where MGVS residents can go to address a variety of personal problems, including drug abuse and unemployment. The Green Light Project will nurture a network of MGVS community organisations and clubs, community members within and outside MGVS, and sponsors so that together they may support sustainable community development.

Mission

The mission of the Green Light Project is to give greater purpose to the lives of all residents, through the introduction and development of programmes to improve skill levels (especially among the unemployed youth), to address idleness and the resulting social problems, and to create greater self-respect, social cohesion and community responsibility.

Values

The Green Light Project is committed to the following values to achieve its objectives:

- To operate in accordance with the highest standards in all relationships with the MGVS community, outside communities, city council, and environment.
- To uplift MGVS residents by harnessing their strengths, passions, and talents.
- To foster safe, happy, and healthy living.
- To inspire self-confidence, self-worth, and self-reliance.
- To include and appreciate all facilitators and stakeholders while working towards a common goal.

Objectives

The primary focus of the MGVS Green Light Project will be:

- To provide community awareness programmes that will include HIV/AIDS, teenage pregnancy, and substance abuse.
- To provide improved opportunities for sports development among the youth, including the provision of organizational skills, improved playing facilities through self-help, lobbying for City Council assistance and dedicated fundraising activities.
- To improve the physical environment of the area through organizing yard-cleaning, the purchase of equipment for communal use, and teaching gardening skills through workshops.
- To provide first aid and home-based care for the elderly.
- To provide opportunities for the development of music, singing, and dancing for all age groups.
- To increase the ability of families to better support their children in all settings.
- To provide learner support and resource materials for pre-school and school-going children.
- To offer training courses to help interested residents develop and sustain small, home-based business enterprises.

Beneficiaries

The primary beneficiaries of the Green Light Project are:

- **The MGV community** by way of community service opportunities to aid community members with personal problems, decrease idle youth problems, decrease substance abuse, decrease teenage pregnancy, potentially lower unemployment rate, and promote community cohesion and support.
- **The participants of the Green Light Project** by way of individual attention that is often lacking, encouragement to succeed, more opportunities for educational and career success in the future, leadership development, skills development, cultural appreciation, pride in the community, and pride in self.
- **Green Light Project facilitators** by way of leadership development, work experience, increased pride in the community, and pride in self.
- **Nearby communities** by way of participation in programmes for their community members and youth, and interaction and positive collaboration with MGV.
- **Outside sponsors** by way of involvement in community and youth development and positive exposure.
- **The City of Cape Town** by way of community stability, development of future leaders, helping the city to achieve its goals in the areas of youth development and arts/culture.

Strategies and Goals

Strategies

The Green Light Project has developed the following strategies as a set of guidelines by which the mission, objectives, and goals of the organisation may be achieved.

The Green Light Project will:

1. Resolve community struggles revolving around unemployment, drug abuse, and teenage pregnancy.
2. Resolve community members' lack of skill development through relevant workshops and training programmes.
3. Build upon the community's motivated residents and community pride to advance Maitland Garden Village.
4. Exploit collaboration of residents within Maitland Garden Village, the city, and surrounding communities.
5. Avoid dependence on outside aid and make use of the resources available within Maitland Garden Village.

Short Term Programme Goals

The Green Light Project is working on the startup of the following programmes. These are programmes they are able to run using the resources currently available.

Goal	Description	GLP Members Staffing Requirements
Awareness Programmes	Have Bi-weekly awareness programmes teaching community members about topics such as substance abuse and AIDs awareness.	2 people to organize programs
CV/Microsoft Office Training	Weekly workshops on how to develop a CV and use Microsoft office.	1 to 2 people to run each workshop
STEPS Programme	Weekly workshop that helps to boost youth self-confidence and teaches them to develop goal-setting strategies.	1 to 2 people to run each workshop
First Aid Training	Invite community members to learn what to do in an emergency situation. Would be offered a couple times a year.	1 to 2 people to run each workshop.
Gardening Training Classes	Weekly classes teaching local residents how to garden both crops and flowers.	1 to 2 people to lead each training session.
Community Holiday Events	Plan yearly events to celebrate holidays with other organisations.	3-4 people to plan each Event

Table 1: Programmes the Green Light Project is Looking to Start Now

Long Term Programme Goals

The Green Light Project is beginning to set up structures of programmes that will require more time and resources in to be made successful. Once a venue and further funding can be obtained, the Green Light Project will looking into implementing the following programmes.

Goal	Description	Staffing Requirements
Mobile Clinic	Develop a mobile clinic that comes to the Centre twice a week for residents to use. It will help residents who have difficulty leaving the Village.	2 to 3 trained medical persons
Adult Education	Classes to help adults or didn't finish schooling and are looking for extra help.	1 to 2 trained teachers
Youth Enrichment	Weekly program to foster youth enrichment and growth. Take place during adult education programme, so parents can drop children off here while they are in adult education class.	1 to 2 people
Youth Band	Weekly practices to teach youth how to play instruments and strengthen their artistic talents.	1 to 2 trained musicians
Community Garden	Volunteers or paid staff will grow food and sell it to the community and other surrounding communities to encourage social entrepreneurship and business creation.	3+ trained gardeners to lead programme
Cricket	Promote youth to be active through a cricket program.	1 to 2 coaches to run programme

Table 2: Programmes the Green Light Project is Looking to Start in the Future

GLP Plans

Short Term:

Along with programme development, the Green Light Project is looking to advance their work through the strengthening of their organisation. Below are ways the Green Light Project can further their efforts using the resources now readily available:

- Open a bank account
- Implement exposure and marketing initiatives
- Create a stronger, more stable management system
- Get more youth involved
- Arrange benefits and fundraising events
- Form and submit a proposal for an existing building or land in MG
- Continue coordinating activities with other MG organisations and the city

Long Term:

As the Green Light Project continues to grow and acquire more resources in the way of funding, manpower, and a venue, they look to implement the following plans:

- Provide stipends for regular helpers
- Set up a budget for office equipment (stationary, ink, pens, etc.)
- Provide internet access for use by the community
- Establish a spaza shop

Nine Green Light Programmes

Awareness Project

Mission: To raise awareness of issues including HIV/AIDS, drug and alcohol abuse, teenage pregnancy, and sexual, physical, emotional, and verbal abuse.

Gardening Project

Mission: To promote the beautification of the community through gardening projects and to develop community gardens.

Music Project

Mission: To develop the musical talent within the community through instrumental and vocal music.

Dance Project

Mission: To perform choreographed and freestyle dancing.

Homecare Project

Mission: To care for elderly residents of MG.V.

Sports Project

Mission: To provide more opportunities for community members to get involved in a variety of sports.

Gym Project

Mission: To hold fitness classes based on demand.

Education Project

Mission: To organize education classes for adults and tutoring classes for scholars.

Fundraising Project

Mission: to raise money to support existing Green Light Project initiatives.

Active Programmes

The Nine Green Light Projects are active in running five programmes throughout the week. Other programmes promoting awareness and safety are scheduled throughout the year. Each programme is documented below:

Programme	Description	When	Time	Location	Participants
Gardening	Work to maintain vegetable gardens and distribute crops to the community. Also have training courses to teach residents how to garden.	Monday thru Friday	All Day	Methodist Church	5
Homecare	Assist the elderly of the village. They are also always on call if an elderly person finds they are struggling physically or mentally.	Tuesday and Wednesday	11:00 to 12:30	Community Centre	12
Gym for Life	A fitness program offered once a week encouraging community members to stay active and healthy.	Tuesday	10:00 to 11:00	Community Centre	10
Music Program	A program to encourage children to build upon their existing artistic talents. Children practice singing and dancing while preparing for yearly concerts.	Tuesday and Thursday	2:00 to 4:00	Community Centre	15+
Walking Club	Meet once a week at night to walk to get exercise by walking as a group through the village.	Tuesday	6:00 to 8:00	All Over	7
Awareness Programs	Seminars are set up on topics such as substance abuse, AIDS awareness, and general safety. Events are also held educating community members about similar topics.	At least once a month	Varies	Community Centre (Varies)	60+

Table 3: Programmes the Green Light Project is Currently Running

Community Involved Programmes

The Green Light Project looks to work with other organisations in the community on small projects and programmes to strengthen their relationships with these organisations. Below is a diagram of recent work the GLP has done with other community organisations:



Figure 3: Green Light Project Activities with Other Organisations in Maitland Garden Village

Section 3: Financial Management and Funding

Overview

Another essential part of any organisation's management and proposal development is how it manages and presents its financial information. A CBO in any proposal must present financial data to investors in two forms. One form (financial account records) provides information on how the CBO has managed its resources prior to the fund proposal and the second (budgeting) provides detailed information on how much funding the CBO needs and identifies specifically in what way the money, if provided, will be used. A CBO may find funding through fundraising initiatives and donations. However, a significant amount of CBO funding comes from grants and corporate investments. In order to be able to access these kinds of funds, it is necessary to have proper financial records and a well thought out budget for all fund required projects. Descriptions for both financial accounting and budgeting are outlined below.

Financial accounting

Financial accounting is one of the most crucial aspects of management for any kind of organisation. A good financial record is essential to:

- **Members of the CBO** – So they can know how the CBO is fairing financially.
- **Potential employees of the CBO** – So they can know if the CBO can afford to pay them.
- **Investors** – So they can determine if the proposed amount of money is needed and if the CBO is going to be able to effectively manage their investment.

For CBOs that struggle for both manpower and funds in the early stages of their existence, accounting for finances can be a daunting and expensive task if measures are not put into place to ensure that financial information is documented adequately. Thus, proper finance management is essential to CBOs in order to help with the upkeep of the organisation.

Through our work with the Green Light Project, we have realised that the organisation could improve upon presenting their financial data in an effective way that raises its chances of acquiring funds.

Budgeting

Budgeting is the other form of financial information that must be presented in a proposal. A budget informs investors on how the CBO intends to spend the funds for which they are asking. Budgeting how much money projects will cost is a useful exercise for all CBOs because it lays out how much they will require to make any project successful. It also lays out where all moneys will be distributed if funding is provided for projects. When this information is presented to investors, it shows transparently how their investment will be used. It is therefore important that CBOs take time to develop budgets as part of programme initiation as it makes them aware of several important issues such as:

- The feasibility of the project.
- Whether there is a need for outside funding to make the programme successful, and consequentially whether grant applications or proposals need to be prepared.

A budget can also be viewed as a deterrent to prevent bad financial habits so that money is used responsibly. Keeping an up to date budget is a way to help control and manage spending. As part of our work with the Green Light Project, we have developed a guideline and template (see Appendix F) that can be used to generate budgets for current and future programmes of the CBO.

Funding

Working with the Green Light Project, we were able to learn about some of the difficulties the group has experienced due to the lack of funding. As a resource to the organisation we drew up a list of programmes we felt that the Green Light Project needed to fund in order to develop. We hope that this can be used to draw up budgets for each of the programmes as well as help the organisation become aware of things they need in order to ensure the success of its programmes. We also hope that this information can advise the organisation regarding possible proposals that they should prepare over the next few years.

Below, you will find financial documents pertaining to the Green Light project in its year of existence as well as funding suggestions which we think will be useful to the organisation. Financial documents change monthly. Therefore, we have also provided templates which can be used by the Green Light Project updating its financial documents in **Appendices A to E**.

Green Light Project Financial Management Guide

Financial Accounting

1. Identify the different accounts that will need to be monitored.

Firstly, the CBO will need to identify the various types of accounts to keep track of. Typically any non-profit organization will want to keep track of their:

- **Income/Revenue:**

This is an account for the money that the NGO has made through its services or sales. There is a need to keep track of moneys generated through the programs and services offered by the CBO because it gives information on activities of the CBO.

- **Expense:**

This is an account for the money that the CBO has spent in services. There is a need to keep track of expenses incurred by the CBO because in relation to the income and revenue it gives a good idea of whether the CBO is losing or generating income.

- **Assets:**

This is an account for what the CBO owns, such as cash, building, land, etc. It is necessary to monitor the changes in value of what the CBO owns because as these change, information necessary for balance sheet preparation changes as well.

- **Liabilities:**

This is an account for what the CBO owes. There is a need to keep track of what the CBO owes especially in relation to what it owns and its funds available.

- **Funds:**

This is an account for the funds that the CBO gathers from sponsors. This is important because a CBO is responsible for keeping track of the funds it receives.

2. Create receipt and disbursement templates for money that takes into account the different accounts developed in step 1.

As mentioned earlier on, proper documentation of financial information makes financial representation a less daunting, costly and timely task. That being said, the least a CBO can do in order to ensure smooth development of financial statements is to have good documentation of money receipts and disbursement. A beginning step in doing this is to prepare Cash receipt forms and cash disbursement forms

Cash Receipt Form

A cash receipt form is one that simply keeps track of all moneys coming into the CBO and gives essential details which will be useful in organising moneys into correct places once financial statements are being prepared. A cash receipt form should contain information such as date of cash receipt, amounts, purpose of cash receipt as well as any other explanations necessary. Below is the cash receipt form for October of 2012 generated from information provided to us by our sponsors.

Date	Check no.	Amount	Account increased	Account consumed	Explanation
Date	-	R 480.00	Revenue Account	-	Made R 480 from GLP shirt sales
27/10/12	-	R 640.00	Revenue Account	-	Made R 640.00 from village day stall.

Figure 4: GLP Cash receipt form for October 2012

Cash disbursements form

Like a cash receipt form, a cash disbursements form simply keeps track of all moneys leaving the CBO's coffers and gives essential details on what the money is being used for. Such information is essential when financial statements are being generated from these forms. A cash disbursements form should contain information such as date of disbursement, amount disbursed, purpose of disbursement and any other explanations necessary. Below is a cash disbursement form for October 2012 based on information provided by our sponsors.

Date	Check no.	Amount	Account increased	Account consumed	Explanation
Date	-	R 1174.00	Expense Account	Assets Account	Paid for caps, shirts and embroidery
19/10/12	-	R 250.00	Expense Account	Assets Account	Rented a stall for village day
22/10/12	-	R 41.98	Expense Account	Assets Account	Bought refreshments to welcome WPI students

Figure 5: GLP Cash disbursement form for October 2012

3. Develop monthly financial statements.

The information gained from the second step can be even better organized into financial statements on a monthly basis. Financial statements such as statements of revenue and expenses, as well as balance sheets are financial documents that investors demand before making any investment decisions. Preparing monthly financial statements from the information gained from the first and second procedures makes preparing or providing information for fiscal year financial statements easier.

Balance Sheet

A balance sheet is a document that shows all the assets, liabilities and funds of a CBO. The balance sheet is verified by the following equation; that the sum of the assets is equal to the sum of the liabilities and the fund balance ($\text{Assets} = \text{Liabilities} + \text{Fund Balance}$). Hence, this is a way of ensuring that your accounts are correct. This document is of interest to many investors because it gives a good idea of the shape of the CBO in conjunction with other financial documents. A balance sheet developed from information given on Green Light Project activities since its inception till November 2012 can be found below.

Balance Sheet	
30th November 2012	
Assets	
Current Assets	
Cash	R 442.00
Notes and Account Receivables	R -
Property, Land and Equipment	
Land	R -
Buildings less accumulated depreciation	R -
Equipment less accumulated depreciation	R -
Total Property, land and Equipment	R -
Total Assets	R 442.00
Liabilities and Fund Balance	
Current Liabilities	
Account Payable	R -
Payroll Payable	R -
Interest payable	R -
Long term Liabilities	
Notes and loans Payable	R -
Total Liabilities	R -
Fund Balance	
Fund Balance at beginning of year	R -
Net Income/ Deficit	R 442.00
Contributions made	R -
Total fund balance	R 442.00
Total Liabilities and Fund Balance	R 442.00

Figure 6: Green Light Project Balance Sheet

Statement of Revenues and Expenses

This statement documents all the revenues obtained by the CBO's activities as well as the costs and expenses involved in the CBO activities. It is important to investors because it gives them a good idea of how the CBO is using its activities to generate income as well as informs investors on what the funds they provide are used for. Below is a statement of revenues and expenses developed from information given on Green Light Project activities since its inception till November 2012.

Statement of Revenue and Expenses	
For the period ended 30th November 2012	
Revenue	
Sales	
Boarewors sale	R 956.00
T-shirt sale	R 480.00
Used Clothes Sale	R 640.00
Total Revenue	R 2,076.00
Costs and Expenses	
Advertising Expense	
Caps and Embroidery	R 300.00
T shirts and Prints	R 874.00
Total Advertising Expense	R 1,174.00
Rent Expense	
Village Day Stall Rent	R 250.00
Supplies expense	
	R 72.40
Utilities Expense	
Contact phone Airtime	R 25.00
Other Expenses	
X-Mas Gifts	R 83.00
Water Garden's Tour	R 29.60
Total Expenses	R 1,634.00
Net Income	R 442.00

Figure 7: Green Light Project Statement of Revenue and Expenses

4. Get a professional to help with fiscal year financial statements.

The first three steps put the CBO in good shape when it comes to documenting its financial activity properly. However a professional's input is always a sure way of ensuring that what the CBO is doing is correct and logical. Professionals could also give more financial information they feel is relevant to representing the CBO's financial position.

Budgeting

Some things to consider in a budget will be:

- **Staff expenses:** How much it will cost to staff your project.
- **Recurring expenses:** Expenses that will occur periodically over the period of your project development.
- **Non Recurring expenses:** These are one of expenses such as travel expenses, training expenses or a meeting expense etc.

If a CBO is to consider these three types of expenses every time it is preparing budgets, they should be able to cover most of the foreseeable costs. However it may occasionally be helpful to bring in an expert to help with budgeting as well as teach the CBO members how to create budgets for their programs.

Also it is important that budgets be made over the entire duration of project developments. This means that a budget should be divided by years in order to give investors a specific idea of the cash flow demands at specific times of the project that the CBO thinks is required. A budget template can be found in Appendix A of this document.

Funding

With its current programmes there is little funding the Green Light Project must do in order to be sustainable. However as the Green Light Project looks to expand its programmes and eventually obtain a venue, they will look into funding from various sources.

In the early stages of the organisation, before the GLP is a registered NGO and has obtained a venue, the Green Light Project will require funds in order to:

Expand Existing Programmes	Funding Required for:
Gardening	-New gardening equipment -Land to garden on (leasing land)
Homecare	-Nail clippers, hair brushes, other tools for grooming
Gym for Life	-Gym equipment (matts, climbers, etc.)
Music Programme	-Music Equipment (speakers, cd's, headphones, etc.)
Awareness Programmes	-Pay professionals to come in and give lectures -Posters, condoms, birth control, pamphlets (things to hand out at workshops)
Creation of New Programmes	
CV Training	-Paper, pens, paid person to train, computer
Mobile Clinic	-Paid professionals to run clinic -clinic needs (cleaning supplies, needles, etc.)
Adult Education	-Paid teachers -books, papers, pens
Youth Band	-Instruments, computer and mixing equipment -Paid teacher
Cricket	-Equipment -Leasing field space
Marketing Programmes	
All Programmes	-Flyers, pamphlets, ink, etc.

Table 4: Future Funding for Programmes and Marketing

Within five years of operation, the GLP will require funds in order to:

- Acquire and maintain a venue of operation.
- Employ staff to help with the expansion of the organisation and upkeep of the venue.
- Use its NGO status to assist other organisations looking for external funding.

Section 4: Possible Venues for a Help Centre

Overview

The above information gives investors and proposal analysts good insight on the organisation petitioning for funds. However, a more crucial aspect of the proposal involves convincing funders that what the organisation is asking for is worth their investment.

Much of our work in MGV was focused on helping the Green Light Project develop a plan for a Help Centre. In the time we had available, our contribution to this effort has been to provide the necessary resources in this resource book to enable the organisation to effectively present the need for a Help Centre venue to proposal recipients.

In thinking about how to present the need for a Help Centre facility to donors, we felt that there were three major questions that sponsors might ask that will need to be answered:

- **First, funders will like to know why the CBO needs the proposed idea (the Help Centre).**

To answer this, a programme analysis was carried out which took into account programmes offered now by the Green Light Project with its available venues and how the growth of these programmes as well as new, more developed programmes cannot be achieved without the introduction of a permanent venue.

- **Second, funders will like to know what specifically the CBO is proposing.**

Green Light Project leaders have expressed that the main need of the organisation is a permanent venue for the advancement of GLP programmes. To aid in the future preparation of a proposal for a venue, we conducted a venue analysis including the advantages and disadvantages of the various potential venues in MGV.

- **Finally, sponsors will like to know how the CBO intends to manage the proposed idea.**

Besides providing a budget to proposal recipients who are going to provide funding support, organisations must also provide information on how they intend to manage the proposed idea. Through interaction with our sponsors and other members of the Green Light Project, we were able to provide information on how the Help Centre could potentially be managed.

We have managed to compile all the analysis we carried out concerning the help centre idea below. We hope that this analysis enables the Green Light Project to be able to present their idea to recipients of the help centre proposal when it is eventually sent out.

Green Light Project Help Centre Proposal Analysis

Programme Analysis

Current



Maitland Garden Village
Community Centre

Short
Term



Maitland Garden Village
Rental Office



Temporary Container

Long
Term



Maitland Garden Village
Driving Range Building

Table 5: Venue Timeline



Maitland Garden Village

Community Centre

(Current)

Description:

The MGVC Community Centre, owned and managed by the City of Cape Town, is a building that includes a hall available for all residents to use for events. Located on the corner of Beatty Avenue and Alexandra Road, community members have used the space for occasions such as group meetings, social get-togethers, and youth enrichment programmes.

The building is located along the main road and completely gated in as seen in the picture to the left. The gate is lock when no one is using the facility.

Also seen in the picture, is the yard in front of the building. The grass is kept short and there is room for children to participate in small outdoor games.

Inside the Community Centre (fig. 6) is a large hall that can be used for activities, seminars, and shows. On giant room, tables and chairs can be moved around for different occasions. To the right of this room is a bathroom and office used by the city reps in charge of the upkeep of the building.

Opportunities for Use:

During the waiting period for getting a permanent venue, the Green Light Project has been using the existing Community Centre for most of its programmes and meetings. A time table of Green Light Project Usage of the Community Centre can be seen below:

	Monday	Tuesday	Wednesday	Thursday	Friday
10:00 – 11:00		Gym for Life			
11:00 – 12:00		Homecare	Homecare		
12:00 – 1:00		Homecare	Homecare		
1:00 – 2:00					
2:00 – 3:00		Music Program		Music Program	Music Program
3:00 – 4:00		Music Program		Music Program	Music Program

Table 4: Time Table of Green Light Project Usage of the Community Centre

To set up meetings or schedule larger events the Green Light Project needs to fill out a form two weeks in advance requesting the space. Whether or not a fee is required to use the centre is unclear. The usage also depends on whether staff members are available to open up and close the Community Centre during the time requested for use. There are no paid workers on the weekends, so the Green Light Project looks to use the building during the weekdays.

Operational Problems:

Though the Community Centre has proved to be an adequate venue with the current status of the Green Light Project, as the GLP looks to expand its programmes, the Community Centre becomes inadequate. The three major problems include space/storage, rental rates, and time restrictions.

1. **Space/Storage:** Currently the GLP stores all of its equipment such as instruments, books, paper, etc. in its member's homes. As the project grows and bigger equipment such as sports equipment or music speakers is acquired, this space will be inadequate.
2. **Rental Rates:** The Community Centre is free to use for big events as long as a form is completed two weeks in advanced and the event is free. However, if the GLP is looking to charge for an event (fundraising purposes, wanting to serve food, etc.) then they must pay a percentage to the Community Centre.
3. **Time Restrictions:** Below is a daily schedule of the time available for Green Light Project use at the Community Centre vs. the projected time the Green Light Project will need to expand their programmes (keep in mind these are just programs run on a regular basis and does not include other events organisations may book the Community Centre for):

	Monday	Tuesday	Wednesday	Thursday	Friday
9:00 – 10:00					
10:00 – 11:00		Gym for Life		Zubair Aerobics	
11:00 – 12:00		GLP Homecare	GLP Homecare		
12:00 – 1:00		GLP Homecare	GLP Homecare		
1:00- - 2:00	After School Programs	After School Programs	After School Programs	After School Programs	After School Programs
2:00 – 3:00	After School Programs	GLP Music Program	After School Programs	GLP Music Program	GLP Music Program
3:00 – 4:00	After School Programs	GLP Music Program	After School Programs	GLP Music Program	GLP Music Program
4:00 – 5:00	After School Programs	After School Programs	After School Programs	After School Programs	After School Programs
5:00 – 6:00	Hip Hop Dance	Hip Hop Dance	Hip Hop Dance	Hip Hop Dance	Hip Hop Dance
6:00 and later	Special Permission to Book	Special Permission to Book	Special Permission to Book	Special Permission to Book	Special Permission to Book

Table 5: Current Green Light Project Use of the Community Centre

**Green Represents GLP use

**Blue represents other organisation use

**Yellow represents space where the GLP may ask for permission to use based upon availability.

	Monday	Tuesday	Wednesday	Thursday	Friday
9:00 – 10:00					
10:00 – 11:00	Gardening Classes	Gym for Life	Gardening Classes	Gardening Classes	
11:00 – 12:00	CV Help/Microsoft Office Training	GLP Homecare	GLP Homecare		
12:00 – 1:00	CV Help/Microsoft Office Training	GLP Homecare	GLP Homecare		
1:00- - 2:00					
2:00 – 3:00		GLP Music Program	Weekly Awareness Workshop	GLP Music Program	GLP Music Program
3:00 – 4:00		GLP Music Program		GLP Music Program	GLP Music Program
4:00 – 5:00				CV Help/Microsoft Office Training	
5:00 – 6:00	STEPS Programme		STEPS Programme	CV Help/Microsoft Office Training	
6:00 and later		Bi-Weekly GLP Meeting			

Table 6: Short Term Goals of the Green Light Project (example of what a schedule may look like)

**Green shows current GLP initiatives

**Orange shows projects the GLP are looking into starting in the near future

**Left over time slots would be needed for project meetings and additional events/programmes run throughout the year.

Summary:

The GLP has built a strong working relationship with the leaders of the Community Centre and as a result have been able to acquire weekly time slots for their current programmes. This allotted time has served the GLP well with their current initiatives. However if the GLP is to expand their programmes they will need more space and time slots to run these programmes. Also, as they continue to expand, they will need somewhere to store their equipment and an office where they can keep track of documents and finances. As a result the GLP should begin looking into short and long term venues to further advance their project.



Maitland Garden Village

Rental Office

(Short Term)

Description:

The MGV rental office, owned by the City of Cape Town, is a small building located across from the Village Tods Educare Centre (crèche) on Beatty Avenue. This building is used by city officials for only two hours on the first Wednesday of each month to collect rent from MGV residents and to hold one-on-one conversations to address any concerns community members may have.



The building is in good shape meaning there would be little maintenance needed to get it up and running. Also seen in fig. 7 above, there is a good amount of space for expansion or the startup of a community garden.

Opportunities for Use:

If the rental office were to be obtained, it would have three important uses for the Green Light Project:

- 1. Green Light Project Headquarters:** The GLP doesn't currently have an office of their own. As a result if people need to talk to executive members they must make a phone call and set up a meeting in an available building. With a permanent office, Green Light Project executive could split up times throughout the day sitting in the office. This would not only give a place for visitors to come to and enquire about the Green Light Project, but it would also allow the GLP to set up an office where they can keep track of projects, funding, and management. The GLP is also looking to start up a programme where community members can come talk to a member for information on where they can find help on a certain issue. The person stationed in the office would be able to give this information.

2. **Storage:** One or more rooms in the rental office would allow for storage of the GLP equipment so it does not have to be spread out through various members' homes. This would make it much easier to find and access the equipment.
3. **Room for Additional Programmes:** Small programmes that require little space to conduct could be run here. These could include some of the programmes from seen in the short term above, such as CV training, STEP classes, and awareness workshops.
4. **Lawn Space:** Lawn space surrounding the building could be used for small-scale gardening or an addition to the office. Here, classes could be taught on gardening.

Operational Problems:

The biggest problem is the size of the rental office. Since the rental office is relatively small, the main purpose of the office would be to serve as the Green Light Project headquarters. If the GLP did secure the rental office, the programmes in the Community Centre would continue to be held in the centre, and the rental office would be used for meetings and small additional programmes. As far as obtaining and paying for use of the building, more research needs to be done in talking with city officials.

Summary:

The rental office would work as a short term venue for the Green Light Project. One of the major problems facing the GLP is lack of an office and a place for storage. The rental office would not be sufficient on its own; however it would work as a good venue in addition to the Community Centre. The building itself is in good shape so not many renovations would need to be done. Since the city only uses the office for two hours once a month, there would be no time restrictions. As a result it would serve as a good headquarters for the GLP.



Temporary Container (Short Term)

Description:

A container could be provided by the city to serve as a temporary venue for the Help Centre. The container would need to be placed on a vacant plot or a piece of available land. Potential areas are mapped below:



- A. This is an open plot near the driving range building. It is not part of the driving range land.
- B. This is an open plot along Mawson Ave.
- C. This is an open plot along Perseverance Rd behind the school.
- D. This is where the rental office is. The rental office has room in its yard for a container.
- E. This is where the Community Centre is located. There is the potential of placing a container in the yard next to the centre.

Opportunities for Use:

Although a container isn't the most attractive of venues, it would be easy to maintain at a low cost. Like the rental office, the container would be a short term, temporary project until a more efficient venue could be obtained. However the container could be used in the following areas:

1. **Green Light Project Headquarters:** As mentioned above, the Green Light Project is lacking that space where someone from the GLP can sit throughout the day in case a community member, funder, or agent is looking to contact the GLP. This person will be trained to direct community members looking for help in a certain direction.
2. **Storage:** A container would have plenty of room to hold Green Light Project equipment when it is not in use.
3. **Room for Additional Programmes:** The container would have space to set up tables and chairs to run additional programmes along with the runs being held at the Community Centre. These programs could include the STEP class, gardening training, CV training, and others seen in the schedule above.
4. **Lawn Space (?):** Depending on where the container was placed, the space around the container could be used for gardening and additional outdoor activities.

Operational Problems:

Although a container would be easy to maintain and is better than no venue at all, there are some obvious limitations involved in its use. Most important, there would be no access to basic amenities including running water, plumbing, electricity, and heat so events could not be held comfortably for long periods of time or during the winter or at night. Space is also a problem with a container, similar to that of the rental office, so the programmes currently being run at the Community Centre would remain there.

Summary:

The container would work as a short term venue if the rental office or other building could not be secured. It would could work as an office for the GLP and give them additional space to run programmes and use as storage. Maintaining a container is not much work, however as mentioned above, it does lack basic amenities. More research needs to be done into the process of obtaining the container and how much it could cost to maintain it.



Maitland Garden Village

Driving Range Building

(Long Term)

Description:

The driving range clubhouse is an isolated abandoned building located near the Black River on the perimeter of the village. On one side of the building is a huge field and on the other side is a large plot of dug up ground.

The driving range building has a good amount of space for lots of activities. However, as seen in the picture the building will need a lot of renovation before it is ready for use. The inside shows an open hall and off of that hall are other rooms that could be used for storage or as an office.

In the back of the building is an open field that has the potential of being turned into sports fields. In the front of the building is an open plot that can be used for a community garden.

Opportunities for Use:

The driving range symbolizes the ideal future the Green Light Project envisions. Divided into three parts – plot of land in the front, field in the back, building – the driving range building offers lots of space for expansion of the GLP. When analyzing each of the three parts, it is assumed the driving range will be a shared building with other community organisations such as the Soccer Club and residential association. Below the opportunities are analyzed based on the three different parts:

1. **Plot of Land in Front:** The plot of land would be ideal for the establishment of a community garden where GLP could create a feeding scheme to sell produce and encourage social entrepreneurship. This piece would be solely overseen by the GLP and in particular the gardening club.
2. **Field Behind the Back:** This piece of land will be shared by the GLP and the Soccer Club. Most of the field will be used to expand upon the Soccer Club's initiatives to promote sportsmanship and suitable recreation amongst the younger generation to advance their physical and mental development. The GLP will look to use a portion of the field to advance their own sport initiatives such as cricket and rugby.
3. **Building:** The building will also be shared by the organisations. Part of it will be used by the Soccer Club as a club house and the other part will be used for the GLP and other community organisations. With multiple rooms, more than one program can be run at a time. There is also plenty of room to expand the building for even more indoor and office space. A schedule similar to the one in short term initiatives would be used, with additional

programmes able to overlap due to the size of the building. An example of this can be seen below (Note that more than one program can be run at a time):

	Monday	Tuesday	Wednesday	Thursday	Friday
9:00 – 10:00					
10:00 – 11:00	Gardening Classes	Gym for Life/ soccer club	Gardening Classes/mobile clinic	Gardening Classes/ soccer club	Mobile clinic
11:00 – 12:00	CV Help/Microsoft Office Training	GLP Homecare	GLP Homecare/mobile clinic		Mobile clinic
12:00 – 1:00	CV Help/Microsoft Office Training	GLP Homecare	GLP Homecare/mobile clinic		Mobile clinic
1:00- - 2:00			Mobile clinic	Resident Association Program	Mobile clinic
2:00 – 3:00		GLP Music Program	Weekly Awareness Workshop	GLP Music Program	GLP Music Program
3:00 – 4:00	Cricket/soccer club	GLP Music Program/soccer club	Cricket/soccer club	GLP Music Program/soccer club	GLP Music Program/cricket/ soccer club
4:00 – 5:00	Adult education/youth enrichment		Adult education/youth enrichment	CV Help/Microsoft Office Training	
5:00 – 6:00	STEPS Programme	Resident Association Meeting	STEPS Programme	CV Help/Microsoft Office Training	
6:00 and later		Bi-Weekly GLP Meeting			

Table 7: Example of Potential Schedule for Community Programmes at Driving Range Building

**Green is what's being done now

**Orange is potential future programmes

**Yellow shows other organisation's activities

Operational Problems:

While the driving range building and fields seem like the ideal spot for a Help Centre, there are drawbacks involved if the area was ever secured by the organisation. These drawbacks play a large role in why the driving range would need to be a long term future initiative.

1. **High Cost for Renovations/Upkeep:** The driving range building is currently in pretty bad shape. Though the structure stands, as seen by the pictures above, a lot of renovations would need to be made before the building was ready for use. After these renovations were made, the GLP and the organisations it's looking to share the building with would need to pay for its upkeep and rent. This could get pricey as well.
2. **Paid Staff:** Currently all GLP work is done on a volunteer basis. If a building was secured, there would need to be paid staff to watch over the building and work in it throughout the day. At this point the GLP would not be able to fund such an initiative.
3. **Sharing of the Space:** If the GLP is to share the space with other organisations, a management system that takes this into account will need to be put in place. There will need to be an understanding between organisations over whose allowed to use the building when, and who makes that final decision. Depending on how many organisations look to use the building, this could get tricky and become a situation similar to the Community Centre operation problems.
4. **Zoning Restrictions:** The area is zoned for housing. This could be a potential problem when looking to turn the field into athletic fields.
5. **Competing Interests:** Outside parties are also interested in the building. There is the possibility of forming partnerships with these outside parties.

Summary:

The GLP is currently not developed enough to be maintaining a building such as the driving range building, even if they were in a partnership with other organisations. However eventually operating from the driving range building is a future goal the GLP should strive to achieve. In doing so it will push the organisation to look to establish more programmes and show that there is in fact a need for them to use the driving range building. As far as actually obtaining the building, only time can tell the correct process that will need to be taken due to lease complications and competing organisations.

Venue Analysis

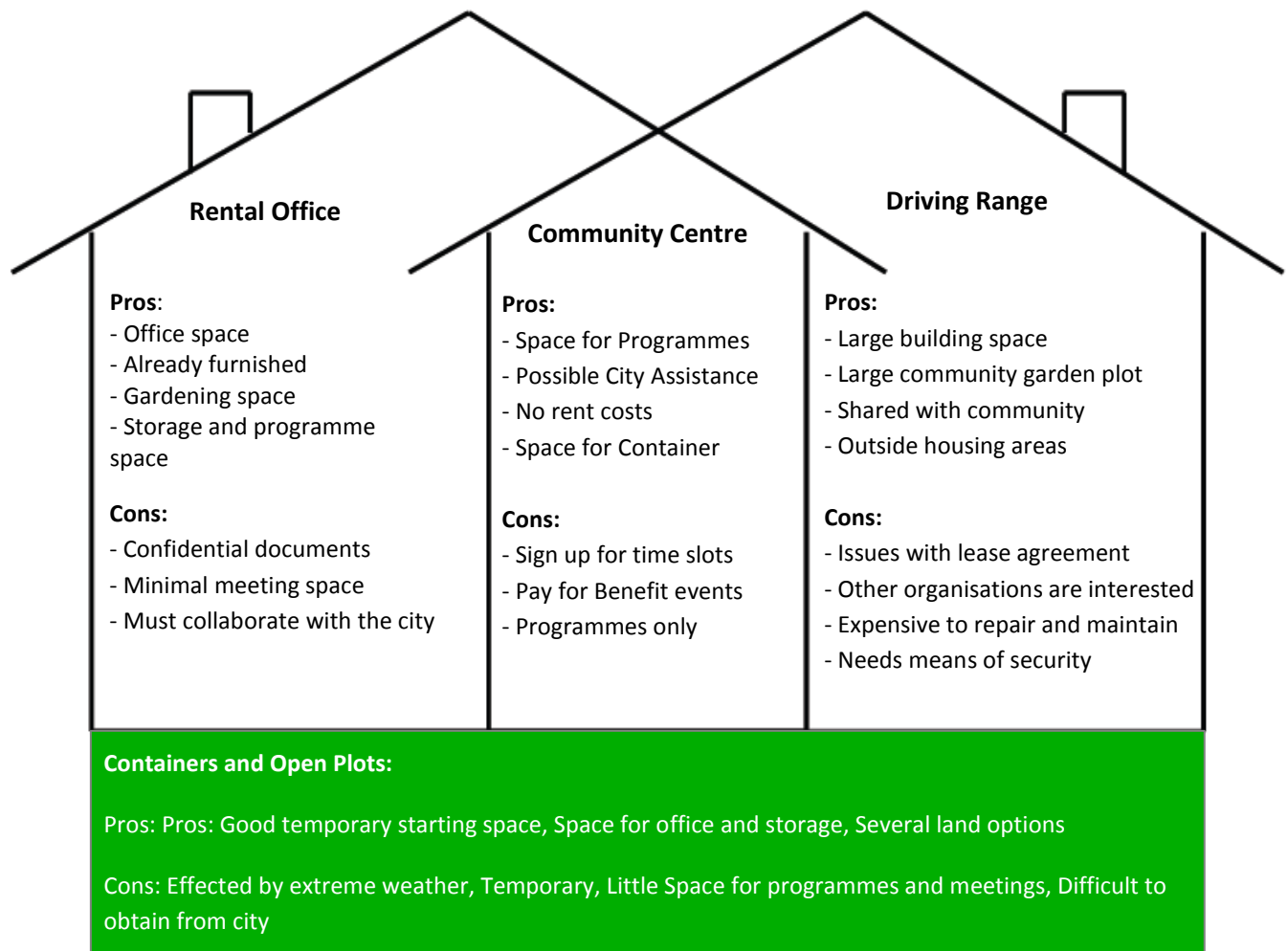


Figure 9: Pros and Cons of each potential Help Centre Venue in MGV

Section 5. Managing the Help Centre

Currently the GLP is managed by an executive committee that oversees the nine projects. Once a venue is obtained, the GLP has a plan to implement a Help Centre sub-committee, as allowed by the Green Light Project constitution. . Under the supervision of the executive committee, the sub-committee will consist of leaders who oversee the functionality of the centre and physical maintenance of the premises. The graphic below shows the relationship of the sub-committee to the executive board and the other nine projects.



Table 8: Relationship Between Executive Board, Nine Projects, and Help Centre Sub-Committee

Executive Committee

The executive committee is the highest tier of the management hierarchy that consists of representatives of the Green Light Project in an effort to guide and support the efforts put forth by their respective projects and their members. The committee is made up of leaders of the organisation who keep track of the success and progress of each of the nine projects. This committee currently consists of five members serving yearly terms that may be re-elected upon completion. It is headed by three office bearers: chairperson, treasurer, and secretary.

Help Centre Sub-Committee

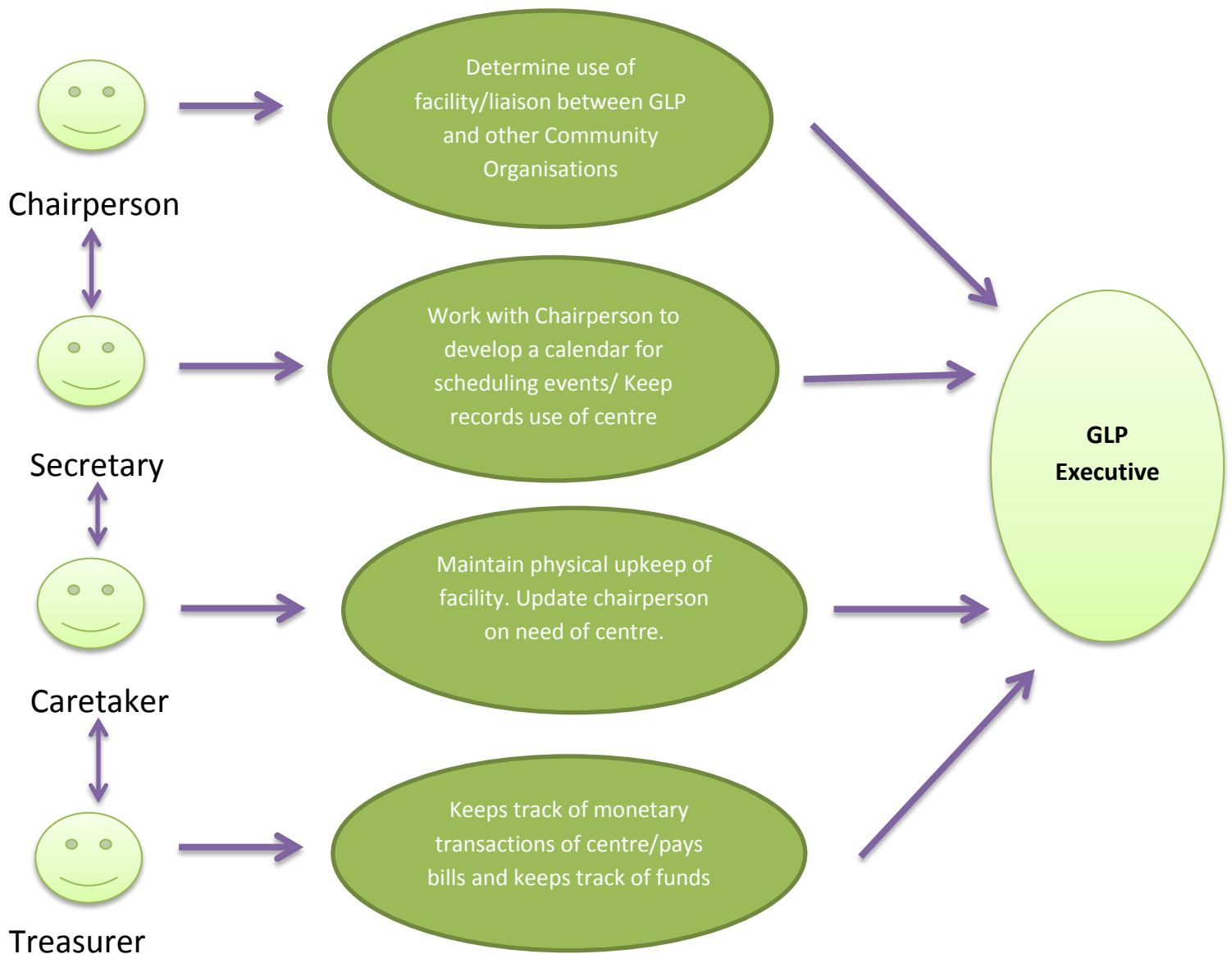


Figure 6: Relationship Between Help Centre-Sub Committee and GLP Executive Board

Community Involvement

As mentioned above, the Green Light Project is looking to get other community groups involved in the Help Centre. Though they plan to manage the centre themselves, they want to make it available for use by all other organisations in the community. Part of the Help Centre will be open for community members to come and find direction for issues they may have. The Green Light Project will use its relationship with other organisations to relay the community members to the right people and groups. An example of how this may work is seen below:



Figure 7: Community Involvement in the Help Centre

Conclusion

We anticipate that this resource book will be helpful to the Green Light Project during the periods both before and after gaining formal NGO status. We hope that the material included will be useful for the organisation in developing current initiatives as well as writing successful proposals in the future.

Appendices

Appendix A: Budget Sheet Template

Budget Sheet		
Project:		
Time period		
	Period 1	Period 2
Staff Expenses		
Administrative		
Other		
Recurring Expenses		
list		
Non Recurring Expenses		
list		

Figure 8: Budget Sheet

This template should be followed by a statement that explains the figures in the template in a detailed enough manner to avoid any confusion. Information that would need to be explained will be how long it will take to implement the project and why the values provided in the budget are needed for the various time frames you indicate in the budget sheet. The budget period in the template sheet can be in monthly, quarter annually, semi-annually or yearly.

Appendix B: Balance Sheet Template

Balance Sheet	
Date	
Assets	
Current Assets	
Cash	Amount
Notes and Account Receivable	Amount
Property, Land and Equipment	
Land	Amount
Buildings	Amount
Equipment	Amount
Total Property, land and Equipment	Amount
Total Assets	Sum of asset amounts
Liabilities and Fund Balance	
Current Liabilities	
Account Payable	Amount
Payroll Payable	Amount
Interest payable	Amount
Long term Liabilities	
Notes and loans Payable	Amount
Total Liabilities	Sum of liability amounts
Fund Balance	
Fund Balance at beginning of year	Amount
Net Income/ Deficit	Amount
Contributions made	Amount
Total fund balance	Sum of fund balance amounts
Total Liabilities and Fund Balance	Sum of total fund balance and total liabilities

Appendix C: Statement of Revenue and Expenses

Statement of Revenue and Expenses	
For the period ended	
Revenue	
Sales	
List	Amount
Total Revenue	Sum of Amounts
Costs and Expenses	
Advertising Expense	
List	Amount
Total Advertising Expense	Sum of Amounts
Rent Expense	
List	Amount
Supplies expense	
List	Amount
Utilities Expense	
List	Amount
Other Expenses	
List	Amount
Total Expenses	Amount
Net Income/ Deficit	Difference between revenue and expense

Appendix D: Cash Receipt Form

[illegible]

Appendix E: Cash Disbursement Form

[illegible]