



CONTRIBUTIONS BY COMMUNITY FOUNDATIONS TOWARDS MEETING THE SUSTAINABLE DEVELOPMENT GOALS

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Initiative for Community Advancement (ICA),
South Africa



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Initiative For Community Advancement supports the Sustainable Development Goals

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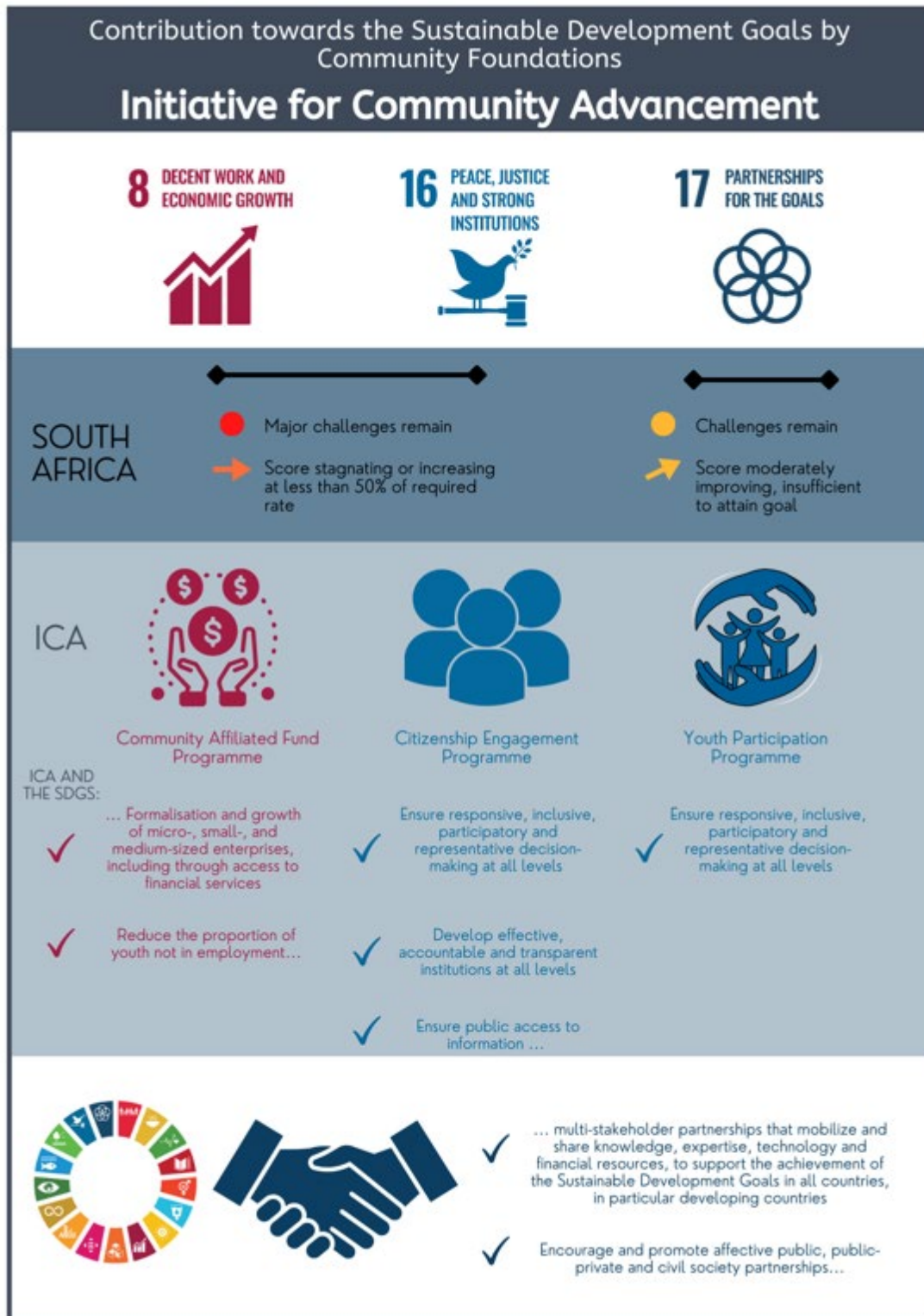
We thank SGS Consulting for their technical support and strategic direction on this project. Their close collaboration with our researcher resulted in the collation of critical information, inspiring stories of change and identification of areas in need of strengthening.

We are deeply grateful to our researcher, colleagues and community partners who gave of their time to offer insights into our work. Through the efforts of all involved, a large audience is given a window into what exists and what is possible through deepening the practice of philanthropy in Africa.



Infographic

ICA & the SDGs at a glance.





Introduction

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.¹ Achieving and/or making significant progress towards the SDGs requires a multi-stakeholder, collaborative approach at the global, regional, national and community levels. All public, private and civil society actors, including community-based structures, must harness their comparative advantages towards realising a shared vision to protect people and planet.

Community foundations (CF) are often overlooked as key partners in the development agenda because they are considered too small or too locally based. However, these organisations provide a unique opportunity for governments and donors to acquire important insights into the contexts in which they operate. They function at the interface with local communities, growing and inspiring agency and voice. This report is a collation of insights, case studies, interviews and reviews of secondary data culminating in a showcase of the work CFs and demonstrating how they contribute to countries achieving the SDGs.

Community Foundations are “grant making public charities that are dedicated to improving the lives of people in a defined local geographic area. They bring together the financial resources of individuals, families, and businesses to support effective non-profits in their communities”.² This report covers the work of the Initiative of Community Advancement (ICA), based in Piketberg, Bergrivier Municipal Area, South Africa and its efforts in helping the municipality and by extension, South Africa, meet the following SDGs:

- **SDG 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- **SDG 16:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- **SDG 17:** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

¹ <https://www.undp.org/sustainable-development-goals>

² <https://cof.org/foundation-type/community-foundations>



Initiative for Community Advancement: *A Brief Profile*

The ICA evolved from the South African Youth Leaders Network (SAYLN) into a community foundation operating in the West Coast district of the Western Cape. The SAYLN, established in June 2015, was a membership-based network of youth-focused NGOs in the country. Since its reconfiguration into a Community Foundation in early 2018, ICA has been instrumental in the development of a number of sustainable developmental programmes in the district.

ICA has an inter-generation approach to development in a rural context, having shifted focus from exclusively young people. It has established local community development funds, is engaged in local fundraising initiatives and was successful in securing funding for humanitarian responses during the COVID-19 lockdown. The organisation channelled both community and local government funding for this purpose. ICA has been driving local entrepreneurship, convening several events for entrepreneurs, and referring small businesses for funding to local development agencies like the National Youth Development Agency. The organisation has been engaged with and received acknowledgement from two local municipalities (Bergrivier and Cederberg Municipalities) in the district. These initiatives are geared towards community-led development where communities unlock local assets, use indigenous knowledge, exercise their leadership and demand power, and engage in processes to improve the quality of life at the local level.

ICA Programmes

ICA currently has three main programmes: Citizenship Engagement Programme; Community Affiliated Fund Programme and the Youth Participation Programme.

The **Citizenship Engagement Programme** aims to facilitate the formation of Communities of Interest (CoIs) and support their engagement with developmental agencies around issues that negatively affect community development. Activities include facilitating events with members of the community, for example, hosting ward conferences. These events result in community representatives who are passionate about a particular community development issue, selected to engage with municipal decision makers around them. The aim of the events is to encourage active citizenship and increased awareness of community needs at a decision maker level. The other main activity under this programme is the development of a digital platform containing web-based municipal project implementation and budget tracking system.

The **Community Affiliated Fund Programme** aims to ensure local community projects are supported through small-scale grants to address priority issues in the community. They currently have four CAF's established:

- Education Fund
- Bergrivier Youth Fund
- Community Rebuilding Fund
- Gender-Based Violence Fund

The four CAF's are in varying degrees of maturity at this stage. The process that ICA follows in establishing affiliated funds is depicted in the diagram below.





Figure 1: The process for establishing an affiliated fund at ICA. Source: ICA programme documents.

Activities under this programme include facilitating issue-based dialogues within communities to assist in the recruitment of CAF committee members, as well as the training and support of CAFs and their committees. This support includes administrative support, fundraising support, grant-making support and mentoring.

The **Youth Participation Programme** aims increase public participation of young people at public engagements and ensure youth needs are included in the municipals Integrated Development Plans (IDPs). Under this programme, ICA facilitates workshops with primary school learners whereby they imagine and design their "dream town". These designs are turned into small scale models and displayed in public areas such as libraries. The models are launched in an exhibition to which local municipal officials are invited. The aim of these activities is to ensure decision-makers in the area are aware of the needs of youth, and to ensure youth are given opportunities to participate in the development of their communities.



South Africa, Bergrivier and the SDGs

According to the 2022 Global Sustainable Development Report³, South Africa as a country is ranked 108 out of 163 countries in terms of overall performance against the SDGs. South Africa has a country score of 63.7 out of 100 which is ahead of the regional average of 53.6.

South Africa's progress against the aforementioned SDGs have been categorised as follows:

SDG 8 and SDG 16:	SDG 17:
<ul style="list-style-type: none"> ● Major challenges remain ➔ Score stagnating or increasing at less than 50% of required rate 	<ul style="list-style-type: none"> ● Challenges remain ➔ Score moderately improving, insufficient to attain goal

Under SDG 8 in terms of the employment indicator, globally we are working towards a long-term objective of 0.5% of the total labour force, ages 15+ falling into the unemployment category. South Africa still experiences one of the highest unemployment rates in the world. Before the country-wide lockdown in 2020 the unemployment rate stood at 30% overall and at 43% among youth (15 – 34 years)⁴. Currently, in 2022, South Africa's unemployment rate is valued at 33.5% and getting worse, according to the 2022 Global Sustainable Development report.

Under SDG 16, South Africa is well versed in the rule of law and human rights concepts more generally with policies and constitutional protections in place, however the implementation of such is lacking and negatively impacted by the prevalence of corruption. When looking at the indicator linked to access to and affordability of justice, South Africa is currently categorised as having significantly challenges but on track or maintaining SDG achievement.

SDG 17 is the most promising of the three for South Africa overall, whilst challenges remain their score is seen as improving. On a macro level South Africa is seen as an important role player in facilitating Global Partnerships and south-South cooperation and is commended for the establishment of a development-funding arm within the South African Government.⁵

The Bergrivier Municipality

ICA's work is focused primarily within the **Bergrivier Municipality**, located within the West Coast District of the Western Cape and consisting of seven wards. It covers an area of 4 409.5 km² and the estimated population size of 67 474⁶. Bergrivier is 52% female, 48% male, and predominantly coloured (76%) and Afrikaans-speaking (92%). The median age in Bergrivier is 29 years old, with 33% of the population falling into the under 18 age category.

Bergrivier holds approximately 19 074 households. Of these, 85% are categorised as houses, with 5.6% categorised as informal dwellings, or shacks. Just over a third of these households (35.4%) are women-led.

³ <https://dashboards.sdgindex.org/profiles/south-africa>

⁴ UN South Africa Common Country Analysis 2019-2020, <https://southafrica.un.org/sites/default/files/2022-02/UN%20South%20Africa%20-%20ABRIDGED%20FINAL%20CCA%202019-2020%20%281%29.pdf>

⁵ UN South Africa Common Country Analysis 2019-2020

⁶ **Community Survey 2016:** Statistics South Africa (2016) South African Community Survey 2016. Indicators derived from the full population Community Survey. <https://wazimap.co.za/profiles/municipality-WC013-bergrivier/>



In terms of annual household incomes, the average is R57,300 (USD 3,246) per annum. There is, however, great disparity with 9% of the households reporting zero annual income and on the other end of the scale, 9% reporting an annual income of R150,000-R300,000 (USD 8,500 – 17,000). In terms of education, 35.4% of the Bergrivier population have completed their Matric, or Grade 12, signalling the completion of secondary education. Bergrivier has a 56.4% employment rate.

Bergrivier and the SDGs

SDG alignment at a strategic, programmatic and performance-review level is a priority for the municipality, with the entire municipal staff complement completing SDG training in 2018. This SDG awareness is reflected visually throughout the organisation, with SDG posters adorning office doors and those goals closest to the hearts of particular staff members, positioned at the top. The decision to actively integrate SDG into the work of the municipality was inspired by a twin city agreement with Heist-op-den-berg, a municipality located in Antwerp, Belgian, signed in 2014. Through this agreement, the municipality is able to apply for and to receive EU funds to work towards the SDGs.

Regarding progress towards SDG 8 (Decent Work and Economic Growth), the municipality has several programmes in place even as it acknowledges that the responsibility of job creation is largely that of the private sector. Some of the municipality's programmes include:

- ***Extended Public Works Programme (EPWP)***
EPWP is a government initiative to work opportunities in four sectors: Infrastructure, Non-State, Environment & Culture, and Social sectors. The programme is labour-intensive in order to encourage the participation of a significant number of individuals. The municipality receives funds from National Government to temporarily recruit unemployed community members. The funds received are accompanied by targets set by National Government for the municipalities in terms of the number of employment opportunities that should be created. The municipality doubled their target last year, even earning an award for their efforts.
- ***Temporary employment***
Under South Africa's Labour Relations Act 66 of 1995, the municipality appoints temporary employment to supplement their offices as and when needed.
- ***Community worker programme***
Any community member can register onto the municipal unemployment database, and in doing so, make themselves available for community work in their preferred field. An example of the success of this programme is The South African National Roads Agency Limited using 120 workers sourced from this database on a project in the municipality. In addition, any community organisation can use this programme to request the participation of community workers in selected projects.
- ***Learnerships***
A learnership is a work-based learning programme directly related to an occupation or field of work and leading to a registered qualification. There are various types of learnerships within the Bergrivier Municipality, such as the contracted agreement with West Coast College. In this instance, students are placed within the municipality for 18 months where they assist the offices and receive a stipend from the college.
- ***Small, Medium and Micro Enterprises (SMMEs)***
The municipality has a database of SMMEs in the area and support them with training and distributing opportunities when they arise, as well as funding opportunities such as those facilitated by ICA.



Regarding SDG 16 (Peace, Justice and Strong Institutions) the municipality views its own strength as facilitating the strengthening and development of institutions in the communities it serves. Bergrivier Municipality adopts the approach that to be effective means facilitating the dissemination of skills and funds. The municipality comprises of three equal partners, the elected councillors, the appointed professional administration and the public sector. The public sector is split into various sectors such as churches and schools, among others, and hosts an IDP forum twice a year. This platform brings together leaders of each of the sectors to ensure they are informed, understand their roles and can support the objectives of the municipality.



© Bergrivier Municipality (<http://www.bergmun.org.za/tourism-0>)



© Bergrivier Municipality (<http://www.bergmun.org.za/projekte>)



ICA and the SDGs

The social and economic realities of Bergrivier Municipality as outlined above, highlights the urgent need for initiatives that address education and unemployment. With this in mind, ICA's activities and programmes speak directly to specific SDGs.

8 DECENT WORK AND ECONOMIC GROWTH



SGD 8: *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*

As part of ICA's **Community Affiliated Fund Programme**, four funds have been established. Two of the four affiliated funds - Community Rebuilding Fund and Bergrivier Youth Fund - have seen a cycle of programme beneficiaries receiving grants. Both funds put out calls for applications whereby potential recipients detailed why they were requesting the grant and how the funds are to be used.

To date, **nine** individuals have received grants ranging from R2,500 to R10,000; five through the Community Rebuilding Fund in September 2021 and four through the Bergrivier Youth Fund in May 2021. Through these grants, individuals have been able to leverage opportunities to improve their and others social and economic realities.

BUILDING BODIES AND DREAMS: ADAM'S STORY



Adam January, the founder of Adam's Fitness, started his business in June 2019 working with only two clients in the first six months. The 27-year-old personal trainer from Piketberg in the Western Cape has always been active, playing rugby at school and club level. However, when his hopes of becoming a professional rugby player didn't reach fruition, he knew he needed to pivot, deciding instead to pursue a career in personal training. To date, Adam has completed three online courses and intends to study further in 2023.

Despite a tough start, Adam's clients slowly began to see progress towards their goals. This increased their confidence in Adam and as a result, his clientele grew. In 2020, he recruited his first employee. While COVID-19 naturally impacted the trajectory of the business, Adam was resourceful. He began "Fitness on Wheels" whereby he trained clients in their homes, proud to be the only gym to stay open through pandemic. Still, Adam also lost clients during this period as it became clear that as their training deepened, clients required additional equipment that Adam could not supply. This motivated Adam to apply for a grant from ICA's Community Rebuilding Fund. He received a grant of R10,000 (USD567) in September 2021 which enabled him to buy, among others, new gym equipment such as weights, mats, ropes and balls benches.

"It really benefitted us; made things easier," said Adam, who not only increased his client portfolio but also strengthened relationships with existing clients. "If you can do more, you can get more clients." With new and additional equipment available, clients found they could pursue more creative and effective training regimes. Adam's Fitness gained 15 clients after the purchase of new equipment, allowing him to be able to employ another young personal trainer in May 2022. With a young team behind me and a bright future ahead of him, Adam's story serves as both evidence and inspiration to what's possible when foundation like ICA invests in the youth.



DREAMING IN COLOUR: JESSE'S STORY



Jesse Scotsman, a 26-year-old driven creative, dreams of becoming a film producer. Passionate about photography, he jump started his career as a social media content creator. Jesse now creates documentaries for a broad range of clients. He calls receiving the R10, 000 grant from ICA's Bergrivier Youth Fund, the catalyst for his professional journey. "They gave me the opportunity to start this dream," Jesse said.

The grant enabled him to rent a studio in Piketberg, Western Cape. Moving his company and two employees into a physical space of their own allowed Jesse to explore new ways of working. From engaging with and receiving clients to developing creative and innovative forms of marketing, the new studio facilitated learning in all types of ways. Jesse was able to further his crafts and pursue opportunities that would not have been otherwise possible. The studio also helped Jesse to grow his clientele, although he remembers the church, his first client after moving to the studio, with a particular fondness. The church asked him to develop a prayer video which he found hugely educational.

Jesse currently lives in Paarl in the Western Cape and his business, as well as his professional insights, has continued to expand. He now works with contractors (ranging from one to 15 depending on the size of the job) on all of his projects. Jesse's love and passion for his job has only increased over time. He is now working towards producing a film about his dad's life.

A CUTTING EDGE: JOHNEE'S STORY



Johnee Blaauw is a 50-year-old barber shop owner in Piketberg, Western Cape. He first opened his shop in 2011, likening running a business to raising a child. "You have to nurse him," Johnhee said. "You must take care of him and let him grow." For years, he was barely able to make ends meet and couldn't afford to hire staff. However, he never gave up on his dreams of growing his shop.

Johnee applied to the municipality for funding to expand his business, including employing and training others. The municipality referred him to ICA where he applied for and was awarded a Community Rebuilding Grants for R7,000 (USD 397) in September 2021. It could not have been more timely; the day before the grant was dispersed Johnee's shop was broken into and R11,000 (USD 623) worth of equipment was stolen. The grant was therefore used to replace some of the stolen equipment and also to boost the academy arm of his business. In this aspect of his work, Johnee takes individuals off the streets and trains them. In

one case Johnee worked with a drug addict living on the streets, sent him to rehabilitation for seven months and subsequently trained him. This young man is now five years sober and has been working with Johnee during this time. Under Johnee's guidance, the young man opened and now manages a second barber shop branch in Porteville.



Prior to the grant, Johnee would see on average, 50 clients per month. He now receives 70-80 per week, and sometimes up to 150 over the weekends. He attributes this exponential growth to the ICA grant and the exposure it facilitated, particularly on social media. In addition to the long-standing employee running the Porteville shop, Johnee now employs four persons in Piketberg and two more through his rehab initiative. All employees are under the age of 30.

In a gesture to show his appreciation to the Piketberg community, Johnee has begun to give back; prior to the opening of schools Johnee offers free haircuts to learners. Such kind acts that pay it forward not only assists families financially but sow the seeds of community philanthropy that will, in time, bear fruit.

BREAD AND BUTTER ISSUES: ANZITA'S STORY



After losing her job during COVID, Anzita Booy decided on a career change. She embarked on making her long-held dream of starting her own catering business a reality, beginning with selling food and baked goods from her home. Opportunities began opening up and Anzita applied for and was successful in acquiring a tender to run the kiosk at PPC De Hoek. At the same time, she applied for and was successful in receiving a grant of R8,000 (USD 453) from ICA's Community Rebuilding Fund.

Since Anzita was still very much in the beginning stages of her business, the grant was the perfect injection required for necessary equipment. She was able to buy stock, a fridge/freezer and fryer. Anzita, together with an employee that has been with her from the beginning, is now able to offer a range of food items to the community members and workers at PPC such as chip rolls, steak rolls, platters and much more.

Anzita continues to weather the storms of entrepreneurship, admitting that her business has had its ups and downs since being established. However, she celebrates her business surpassing its first anniversary and looks forward to taking it to the next level.

These stories demonstrate the way in which organisations like ICA are working towards helping South Africa meet SDG Goals. In particular, ICA's various grants have demonstrated the ways in which grantees are able to leverage the funds, strengthen the institutional and financial positioning of their small businesses and generally improve their livelihoods, all the while creating jobs in their communities.

These initiatives contribute directly to South Africa meeting the SDG target:

- ✓ 8.3: *Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and **encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.***

In addition, in helping community members achieving some degree of economic viability, these programmes are helping to make progress towards:

- ✓ SDG 8.6: *By 2020, substantially **reduce the proportion of youth not in employment, education, or training.***



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

ICA has several activities within their programmatic focus areas that speak to SDG 16.

CITIZENSHIP ENGAGEMENT PROGRAMME

Programme activities and reach

ICA's aforementioned Citizenship Engagement Programme supports the formal engagement of community members with development agencies and municipal bodies. This contributes to the strengthening of all the structures involved: the development partners, government and the community movement itself. Within this programme, ICA has also begun the process of developing an **online platform** with Open Up, an organisation that partners with government, organisations, industry leaders and civil society to identify, gather and make accessible information that supports open communities and an empowered citizenry.⁷

The information that will be loaded onto the platform, along with Bergrivier's IDP priorities, have been identified by the municipality, community members and ward committees. It contains projects identified as well as budget projections. This will enable the prioritised projects to be shown visually as per the group of individuals that raised them. This will give the public a sense of whether the municipality is responding to issues raised by all three groups of stakeholders. It is hoped that the platform will be ready for testing with the public in the near future.

This programme is aligned to the following SDG targets:

- ✓ 16.6: Develop effective, accountable and transparent institutions at all levels
- ✓ 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels
- ✓ 16.10: Ensure **public access to information** and protect fundamental freedoms, in accordance with national legislation and international agreements

YOUTH PUBLIC PARTICIPATION PROGRAMME

Programme activities and reach

In 2021, ICA convened three youth creativity workshops in Porteville, Piketberg, and Velddrift facilitated with young people, and a further two workshops in 2022. The next step in this process is to develop the small-scale models of the youth's dream towns. These are then presented and displayed in their towns for municipal officials to see as well as community members.

This process ensures that the youth's vision for their town are seen at a decision-maker level.

- ✓ This programme speaks to SDG target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels

⁷ <https://openup.org.za/about>



17 PARTNERSHIPS FOR THE GOALS



SDG 17: *Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development*

ICA values and promotes collaboration as seen by the multiple partnership they work within.

ICA PARTNERSHIPS

Bergrivier Municipality, Private sector and Civil Society

One of ICA's key partnerships is with the Bergrivier Municipality. This is a mutually beneficial relationship for a number of reasons, including:

- ICA conducting research on mapping the NGOs and relevant stakeholders in Bergrivier for the municipality and which proved highly informative
- Utilising ICA networks to share opportunities that become available through the municipality and vice versa. For example, one of ICA grantees, Johnee Blaauw, first approached the municipality and was informed of ICA's Community Affiliated Fund Programme. Blaauw was eventually successful in his application for an ICA grant.

In addition, ICA has been part of multi-stakeholder partnerships; for example ICA has been endowed with offices in the newly built youth skills centre in Piketberg. The municipality donated the land, PPC (a private sector organisation) contributed over R3million (USD 170,000) towards the project and ICA is tasked with managing the day-to-day operations of the centre.

ICA has also partnered with the afore-mentioned civil society organisation, Open Up.

ICA's developing partnerships contribute to progress towards the following SDG 17 targets:

- ✓ 17.16: Enhance the Global Partnership for Sustainable Development, complemented by **multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries**
- ✓ 17.17: **Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships**



4 QUALITY EDUCATION



SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

ICA is in the early stages of establishing an Education Fund as part of its broader Community Affiliated Funds Programme. Once fully operational, it will certainly contribute to progress towards SDG4.

COMMUNITY AFFILIATED FUND PROGRAMME

Programme activities and reach

While the Education CAF is still in an embryonic stage, a committee has been established and R110,000 raised for the fund so far.

The committee is currently in discussions with ICA to define the criteria for applications. Call for applications opened in November 2022. The fund will be primarily used to provide scholarships to children completing primary school, to enable them to attend quality secondary schools.

The Education Fund is aligned to the SDG 4.5 target:

- ✓ By 2030, eliminate gender disparities in education and **ensure equal access to all levels of education and vocational training for the vulnerable**, including persons with disabilities, indigenous people and children in vulnerable situations.

A promising basis for future growth

Together, ICA and the Bergrivier Municipality are making strides towards the promises and realities contained in select SDGs. South Africa's progress towards SDG8 and SDG 16 has been less than stellar, Bergrivier is challenged with serious socio-economic challenges, including unemployment and ICA is a relatively new organisation. However, despite these issues, or perhaps because of them, there appears to be concerted efforts and a sense of urgency towards using SDGs as both a vehicle and a destination to a brighter tomorrow.

ICA is contributing actively towards SDG 8 through their Community Affiliated Funds Programmes enabling access to financial resources for small businesses and entrepreneurs enabling them to grow and to employ others. In terms of SDG 16 through their Citizenship Engagement Programme they are ensuring access to information and contributing towards more participatory decision-making and accountable institutions. These contributions are expected to be maintained and to grow as the CAFs further develop and as more activities within the programmes are delivered. To a lesser but no less important extent, ICA is also contributing to SDG 17, Partnerships for the Goals, and SDG 4 Quality Education. ICA works with multiple stakeholders when carrying out their work, for example the municipality, private sector and civil society. These partnerships ultimately aid their work towards the SDGs as mentioned above.

Regarding SDG 4, through the maturing of the Education Fund under the Community Affiliated Fund programme, ICA will be contributing towards more equal access to all levels of education for the vulnerable youth they serve in their communities.



Whilst there is alignment between ICA's work and the SDG targets under the aforementioned SDGs, the indicators used are slightly different. At an SDG-level the indicators are macro level, which does not necessarily fit for NGO's working on the ground. For example, under SDG 8, it is clear that ICA are contributing towards the target of encouraging the formalisation and growth of micro-, small- and medium-size enterprises through their CAF programme. However, the SDG indicator for this is the proportion of informal employment in total employment, by sector and sex. To obtain these statistics for Bergrivier as an area would be extremely difficult and to measure ICA's successful contribution to the SDG against this indicator would undermine the work they are doing. It may be unrealistic to expect a change at that level from an on-the-ground NGO – but this does not mean they are not contributing positively towards change in this area. ICA does however make use of their own indicators for their programmes.



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