

FOUNTAIN OF YOUTH

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ANNUAL REPORT 2011-2012

Acronyms

AIDS	Acquired Immunodeficiency Syndrome
BEE	Black Economic Empowerment
EPWP	Expanded Public Works Programme
foYU	Fountain of Youth
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
HRM	Human Resources Management
MANCO	Management Committee
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
SWOT	Strengths, Weaknesses, Opportunities and Threats
SADC	South African Development Community

The Chairperson's Report

Being a young person in our rapidly changing world is increasingly challenging. In the past many South Africa youths and South African Black families endured the brunt of the onslaught of the *apartheid* state, leaving most vulnerable to poverty and unemployment. The youth of 1976 sacrificed their lives to ensure equal opportunities, access to better education and freedom for all. These valiant young people stood in the face of death unarmed, but armed with hunger for a better for young people and all other South Africans. One of the most important efforts any country can make is to ensure that young people (including young women and youth living disabilities) are able to develop and reach their full potential as the future unfolds.



The significant advances that South Africa has made in the reconstruction and development of South African society since the advent of our democracy have been the envy of many nations. Much has been achieved include political stability, sustained economic growth, a burgeoning middle class, improved access to water, electricity and other services. Yet, seventeen (17) years into democracy, South Africa remains a deeply divided society, now also regarded as the most unequal country in the world. Under the multiple strains of the HIV pandemic, violence against women and children, as well as rising crime, our social fabric is unravelling. Despite a progressive constitution and a legal framework that provides for comprehensive social protections, many of the poor and marginalised communities have yet to access these rights and services. Structural unemployment problems and the economic under-development of the past have made it difficult for the new government's to make an impact on some aspects of poverty and inequality (both are well known). Furthermore, lack of skills and capacity and sometimes lack of political will are significant obstacles, as uneven delivery and the annual failure to spend budgets on key services demonstrate.

For the first time since the anti-apartheid struggles of the Eighties, there are now growing social unrest around insufficient service delivery. Research shows that the group hardest hit by these challenges is African youth, including young women and youth living with disabilities in rural and peri-urban areas under the age of 24 years. Youth globally represents a disadvantaged and marginalised social group. The most recent mid-year population estimate of Stats-SA (mid-2009) puts the South African population at approximately 49.32 million. Approximately 18.45 million, or 37.4% of South Africa's population is defined as 'youth', between the ages 15 to 34 years, while another 15.5 million, or 31.4% of the population, is between 0 and 14 years of age – an indication that South Africa is a youthful society. Like many other developing countries, South African youth are generally over-represented amongst the poor and the unemployed. There is also a growing concern that the number of children living in child-headed and poor young single parents households is increasing. These young people miss school and other developmental opportunities as a result of having to take care of their terminally ill caregivers, as well as their younger siblings. Amongst the issues affecting youth are poverty, unemployment, poor and limited recreational facilities and poor access to educational opportunities, particularly in rural areas.

Breaking this cycle of poverty and increasing opportunities for youth, women and people living with disabilities to participate fully and meaningfully in the social, political and economic life of society, remains a challenge for the country. Hence the ravages of unemployment and poverty, the HIV and AIDS-pandemic and teenage pregnancy, poor health facilities, substance abuse and crime; all poses a serious threat to youth development in the country.

Many children (including the young people) slip through the net of the formal school system at an early age, because their families cannot afford fees for tuition and materials, or because they have to contribute to family income, or because they are simply uninterested in the school curricula. If young people in particular are less involved in productive activities, they are more likely to engage in risky behaviour, delinquency and substance abuse (World Youth Report Overview 2005). Essentially youth, women and people living with disabilities should be the most vulnerable group for targeted action in municipality plans and programmes. *Children* and the youth have the right to a standard of living that promotes full development of their physical, mental, spiritual and social capacities. This highlights the status of youth development at local government level in South Africa. None of this is good for democracy nor in the long term is it good for doing business, attracting foreign direct investment and for continued economic growth.

Local government however, is confronted by a number of challenges, namely (1) lack of coherent youth policies at local government level; (2) lack of capacity at local level for youth development; (3) lack of integration within and across government departments; resistance by some of the municipalities to the prioritisation of youth development issues and other social challenges (that are regarded as 'soft issues'); (4) lack of communication on available resources and programmes for youth; and (5) lack of adequate resources to deliver on the development mandate in general and the youth development mandate in particular. The right to development implies the right to improvement and advancement of economic, social, cultural and political conditions. It is therefore important that South African government policies and programmes target this category as the primary beneficiaries of service-delivery.

Children and the youth have energy and innovation, a priceless resource that no country can afford to squander. South Africa should tap into the resources and capabilities of its citizens themselves by expanding their freedom of choice and action. This diagnosis however does not acknowledge the critical role of non-state actors in providing solutions to the seemingly intractable problems facing local government regarding effective sustainable delivery of youth development, both as implementers and policy analysts. Hence, this makes it more urgent and imperative for practical, experiential and replicable youth programmes that increase opportunities for youth employment and are effective in addressing the various challenges and issues confronting young people. These challenges necessitate a comprehensive and integrated approach to youth development that would address some of these challenges at local level – the space where all youth live in, and are to have their needs met.

South African registered non-profit organisation, Fountain of Youth (foYU) although at its embryonic stages, the organisation embraces the opportunity to effect positive change in disadvantaged communities through its socio-economic development strategies, as part of a broader pledge to operate in a socially responsible manner across all its operations.

This external environment presents enormous opportunities for the organisation in terms of its existing skills base and strength of experience. The organisation has conceptualised and created youth tailor made programmes to address these challenges. These interventions are borne from the organisation's outlook for continued opportunities for implementing, institutional development and piloting innovative approaches in South Africa. foYU's ability to respond to these external opportunities therefore relies largely on its existing strengths, due to its diversity of skills and capacity across the organisation.

This report gives a narrative description of what the organisation's progress since being registered in the year 2011 and its envisaged direction going forward from year 2012. The organisation looks forward to forging creative, constructive and positive partnerships with government, business, donor and development agencies and civil society focused on delivering concrete and lasting solutions to the socioeconomic and development challenges faced by historically marginalised communities, young people in particular. Members of Fountain of Youth believe that through such co-operations and partnerships, this will catalyse conditions for accelerated and shared growth and development while also providing sustainable socio-economic and development solutions catering for the needs of communities, young people and local governments in South Africa. Below is the organisation's wish list:

- Flexible, long-term, direct financial support and non-financial support to foYU to implement their organisational vision and plans for community development and nation building
- Capacity building opportunities to build and strengthen organisational capacity through collaboration with funders and other reputable organisations
- A large vacant land (to build /establish the organisation's office and operational space)
- Sponsor infrastructure development on secured land / title-deed, e.g. disabled friendly multi-floors multi-purpose centre featuring a meeting hall; a fully-equipped computer centre with some computers having Braille computer software and a Braille photocopier; an art hall; a nursery; a mega indoor multi-functional sports hall featuring a swimming pool; tennis / volleyball court, squash / action soccer court, a basketball court, mini-golf, stakeboarding, roller-skating, etc
- Sponsor infrastructure development of a multi-media centre
- Sponsor infrastructure development of a crèche / child day-care facility
- Advanced IT infrastructure for administration block, meeting hall and child day-care facility
- Solar and wind-powered office, multi-purpose centre and child day-care facility
- A mega outdoor sports field within the operational space that caters for soccer, rugby, cricket, etc
- Private Camp within the operational space with outdoor activity setup with space for mini-drive circuit
- Sponsor area-based community support centres
- Donate single or double-cab bakkies with canopies including some accessories, e.g. towbars
- Donate 14 seater mini-buses with towbars to ferry/carry beneficiaries
- Sponsor infrastructure development of focused areas Drop-in centres that are solar powered

Kind Regards,

M.A Mahasha (Chairman of the Management Committee)

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ORGANISATIONAL PROFILE



FOUNTAIN OF YOUTH NPO

"Unlimited Youth Spirit"

ORGANISATIONAL PROFILE

Fountain of Youth also referred to as foYU is an independent non-governmental non-profit organisation (NPO) that is positioned to offer, provide and render an inter-sectoral and integrated developmental social service to meet the human and social needs of vulnerable communities, in particular children, youth and their respective families within SADC. Our long-term goal is to actively contribute towards a new dispensation that deliberately supports and strengthens families in the country by eliminating all conditions eroding the family, inter alia, poverty and inequality, unemployment, Human Immunodeficiency Virus (HIV) / Acquired Immunodeficiency Syndrome (AIDS), gender inequality and gender-based violence, domestic violence and child abuse.

As a youth focused non-governmental (NGO) with not for gain objectives, foYU focuses on the rural and peri-urban context where it is positioned as a youth sector implementing agent, social services provider as well as a policy-orientated organisation that aims to influence policy development and good practice.

The organisation's scope of work targets both historically disadvantage communities in rural and peri-urban setting where we are positioned to act as an implementing agent on behalf of government or through its own initiative. Our target group is as follows;

- *Homeless youth (living and working on streets)*
- *Youth from poor households,*
- *Unemployed youth,*
- *School aged-out-school youth,*
- *Youth women,*
- *Youth at risk, i.e. young people living with HIV and AIDS and other communicable diseases, youth heading households, youth in conflict with the law and youth abusing dependency creating substances,*
- *Youth in rural areas,*
- *Orphaned youth, and*
- *Youth with disabilities.*

Youth or Young People: Our Definition

The terms "**youth**" and "**young people**" in the organisation's definition are taken to cover the broad age range of 5 up to 35 years approximately. This includes children, adolescents and young adults, all with specific skills and challenges. Fountain of Youth believes that young people need support and guidance in facing the many challenges of today as well as emerging ones. At the same time youth should be encouraged and actively engaged in addressing societal problems.

These grouping puts the organisation in the position to also work closely with families, e.g. child, single-parent and female headed households. The organisation's strength lies in its community-driven and people-centred approach to its delivery of its services, projects and programmes.

Underlying Philosophy and Methodology

The approach of foYU is to work and partner with government, business, donor and development agencies and civil society. The management committee of the organisation believe that this approach will maximise local economic development opportunities, and build skills and capacities within targeted communities.

The organisation's social development framework subscribes to the following guiding principles:

- ***Strengths-based:*** Historically marginalised groups including youth have gifts and talents that should be identified, and they should be provided with opportunities to exercise and enhance these gifts and talents;
- ***Human rights:*** Social development must promote non-discrimination, adhere to democracy and good governance and protect human rights;
- ***Partnership:*** Young women and young men are active partners and beneficiaries in their own development; therefore, young women and young men should be provided with opportunities for leadership during the course of the programme;
- ***Diversity:*** Young women and young men are not a homogeneous group: e.g. women; rural- based women with disabilities; HIV and AIDS infected and affected; and may have particular needs that should be catered for;
- ***Holistic:*** Young women and young men have a broad range of inter-related needs; therefore, youth development should address young people's needs holistically in an integrated manner;
- ***Empowerment:*** Young women and young men need opportunities to engage in skills development, education and sustainable livelihoods;
- ***Dignity and respect:*** Youth development should instil a sense of worth, purpose and direction;
- ***Transformation:*** Youth development is a dynamic process that transforms individuals, communities and society;
- ***Relevance:*** Youth development should be located in relevant contexts: family, community and work place sectors;
- ***Participation, Social cohesion and Inclusion:*** Youth development should assist young people to become active and productive citizens;
- ***Equity:*** Young people should have equal access to developmental opportunities. Youth development should promote equal redistribution of societal, political, and economic power and should strengthen young people's power to utilise such resources to meet their needs;
- ***Effectiveness:*** Youth development should meet the needs of young people and produce desired results and outcomes;
- ***Sustainability:*** Youth development should meet the needs of the current and future generations through social advancement, environmental protection, and economic prosperity. Sustainability must be reflected in strategic and business plans, and budgets. It must inform planning and decision making;

- **Service:** Serving others not only provides goods and services that assist communities in meeting their basic needs, but also builds the character of the server and recipient, assists in skills development and deepens social cohesion and inclusion.

EPWP Principles and Job Creation

Fountain of Youth shares in the principle that: *“A society in which children are enabled to achieve their full adult potential by growing in a secure, stable and loving environment that ensures adequate nutrition, good health, physical and emotional security, and the opportunity to develop physically, intellectually, emotionally and socially.”* The organisation is committed to contributing towards poverty alleviation, economic empowerment and sustainable livelihoods, hence labour intensive methods are promoted as one of the key elements of the application of EPWP and job creation principles to foYU’s project management and implementation.

Geographical Spread

foYU operates from its main office in Soweto, Gauteng Province and is working towards establishing satellite offices in all nine (9) provinces within South Africa. The organisation has already created a Galeshewe satellite office, managed by a small but effective team of local community development officers.

Business Model

As a not for gain organisation, Fountain of Youth strives to balance NGO ethos with business principles. One of the core principles of sustainability is to use industry and economic development projects as a vehicle or mechanism to promote long term social upliftment of individuals and communities. The participation of local communities, identification of issues, assessment of social impacts and the formulation of management plans to mitigate these impacts, is a crucial aspect of project planning and implementation.

PURPOSE AND VALUES

Purpose

Fountain of Youth has a strong desire to live and actualise the principles of an NGO approach to development. The purpose of the organisation is as follows:

- To develop an effective, co-ordinated and holistic response to the issues facing young women and men.
- To enable young men and women to initiate actions that promote their own development and that of their communities and broader society.
- To instil in all young women and men an awareness of and respect for as well as an active commitment to the principles and values enshrined in the Bill of Rights and a sense of national identity and pride.
- To create enabling and supportive environments that present young men and women with a wide choice of positive role models personal / individual development and capacity building of community-based youth organisations.
- Young people need opportunities to engage in skills development, education and sustainable livelihoods (youth development should therefore deliver on-going, long term benefits).

Our Vision

The organisation seeks to forge creative, constructive and positive partnerships with government, business, donor and development agencies and civil society focused on delivering concrete and lasting solutions to the socioeconomic and development challenges faced by historically marginalised communities, young people in particular. Hence, social and community aspects of project planning of foYU will ensure an integration of environmental and technical studies of projects is in place, in order to ensure projects success. Similarly, to ensure that development projects incorporate the human element, foYU strives to proactively consult with stakeholders on various project alternatives to ensure that relevant issues are identified. Hence, one of the organisation's core services is to assess the social needs of various situations and to provide tailor-made solutions which lead to sustainable socio-economic development.

Fountain of Youth therefore translates its vision into the following objectives:

- Supporting Local Government in the delivery of sustainable, reliable and affordable youth development activities
- Contributing to policies and practices that empower youths and sustainable livelihoods
- Ensuring effective performance and sustainability of the organisation

Our Mission

To promote and create conditions for accelerated and shared growth and development by providing sustainable socio-economic and development solutions catering for the needs of communities, young people in particular and local governments. Fountain of Youth achieves this by addressing the social and sustainability components of projects and environment through the identification of issues, assessment of impacts and the development of practical plans and initiatives. The goal is to work towards the growth and prosperity of people and the advancement of diverse and self-reliant communities in partnership with various stakeholders.

The organisation's mission is translated into the following objectives:

- To enhance the participation of young people in the economy through targeted and integrated programmes and support for social enterprises that focus on job development and placement, and other programmes that support youth development, including income-generating activities,
- To promote access to quality education and skills to both in-school and out of school youth,
- To advance and deepen the engagement of youth in activities that (1) build their social capital and networks and strengthen the relationships that bind people and communities together; (2) assist them in reaching their personal goals and developing their full capacity; and (3) build awareness of themselves and their rights and responsibilities,
- To enable youth to initiate actions that promote their own development and that of their communities and broader society,
- To assist targeted youth to access information about various interventions aimed at improving the living conditions of young people, including information and career guidance services, and
- To respond to youth development challenges, by identifying needs and building on local strengths

Overall Objectives

The overall objectives of the organisation are;

- to apply people-centred approaches to our projects, programmes and initiatives
- to develop, design and implement projects, programmes and initiatives that reduce social, economic and environmental factors that perpetuate poverty and encourage social ills
- to support local government in the delivery of sustainable social services in poor peri-urban and rural communities
- to contribute to a crime free country by alleviating poverty and combating different cause factors of poverty
- to provide an opportunity for targeted vulnerable communities to actively participate in activities of our work

CORPORATE GOVERNANCE

Fountain of Youth is a non-profit entity registered in terms of the Non-Profit Organisation Act No.71 of 1997 and is therefore regulated by the Department of Social Development as a non profit organisation. Fortunately, the organisation's key strategic objective is clearly aligned to addressing the country's youth development and social services challenges. Our strategic objective seeks to support Local Government in the delivery of sustainable, reliable and affordable youth development and social services activities. This report tries to highlight how Fountain of Youth envisage to plan a unique value adding role contributing meaningfully toward achieving an objective of a better life for all young men and women in our country with the support and in partnership and collaboration of various role players.

BEE Compliance

The organisation meets the requirements of Black Economic Empowerment (BEE) ratings. Fountain of Youth is an independent non-profit organisation governed by a Management Committee and has no shareholding. In terms of its BEE scorecard, the organisation is therefore measured on the composition of its staff, and beneficiaries of services rendered. The organisation's procurement policy support corporate and professional entities run and owned by HDPs as viable suppliers to source services and products from, including wherever possible the services of black owned consultants or services providers will sub-contracted.

Code of Conduct

Fountain of Youth is committed to an open governance process and espouses the following values, namely; *community-orientation, cooperation and teamwork, effective communication, empowerment and inclusive participation, professionalism and efficiency, socially responsible, and transparency.*

Members of foYU strongly believe that compliance to sound corporative governance principles as set out in King III and Acts that govern non-profit organisations, form the essence in ensuring beneficiaries that government and NGOs deem to serve are indeed served with dignity and urgency. The management committee commits to act in the best interest of the organisation and its beneficiaries by focusing on its mission to promote and create conditions for accelerated and shared growth and development by providing sustainable socio-economic and development solutions catering for the needs of communities, young people in particular and local governments. This will be achieved through strategic leadership and sound judgement in the design and implementation of projects and programmes.



HUMAN RESOURCE DEVELOPMENT & MANAGEMENT



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HUMAN RESOURCES

Fountain of Youth is committed to a culture of professionalism and performance management throughout its structures. As a development-based non-profit organisation, Fountain of Youth strongly believes in affirmative action (AA) and associated policies or legislation; this includes skills development (personal or professional). The firm's AA policies are aligned with the country's policies (requirements and regulations). The 10 year (2012 – 2022) projected **employment equity status** of the organisation is as follows;

Category	African			Whites or Other			Total
	Female	Male	Total	Female	Male	Total	
Senior Management	1	1	2	0	0	0	2
<i>% of sub-total</i>	50%	50%	100%	0%	0%	0%	100%
EE targets for 2022	50%	50%	100%	0%	0%	0%	100%
Professional & Middle Management	4	6	10	0	0	0	10
<i>% of sub-total</i>	40%	60%	100%	0%	0%	0%	100%
EE targets for 2022	40%	60%	100%	0%	0%	0%	100%
Skilled and Junior Management	8	10	18	0	0	0	18
<i>% of sub-total</i>	40%	60%	100%	0%	0%	0%	100%
EE targets for 2022	40%	60%	100%	0%	0%	0%	100%
Semi-skilled	10	10	20	0	0	0	20
<i>% of sub-total</i>	50%	50%	100%	0%	0%	0%	100%
EE targets for 2022	50%	50%	100%	0%	0%	0%	100%
No formal qualifications	10	10	20	0	0	0	20
<i>% of sub-total</i>	50%	50%	100%	0%	0%	0%	100%
EE targets for 2022	50%	50%	100%	0%	0%	0%	100%
TOTAL	33	37	70	0	0	0	70
<i>Cumulative %</i>	40%	60%	100%	0%	0%	0%	100%
EE targets for 2022	40%	60%	100%	0%	0%	0%	100%

Note: - 1. Africans refer to individuals from historically disadvantaged racial groups
 2. There are prospects for employable staff with disabilities.
 3. foYU will work also with independent consultants and/or associates

Human Resources Management (HRM)

Fountain of Youth is developing an organisational development thinking process aligned to human resources management function in order to have career and talent management systems that rewards for good performance. One aspect of having a strong HRM and HRD mechanism is for the organisation to build up databases keep track of individuals that have the relevant skills to support its work.

Organisational Structure

ID	Designation	Job Description
1	Executive Committee	<p>Participate in organisational fundraising activities and make sure that funding is being raised and spent in a responsible manner.</p> <p>Attend all board and committee meetings and functions, and be prepared to participate. Review and comment on reports.</p> <p>Serve on committees and offer to take on special assignments. Stay informed about the organisation's mission, services, policies, and programmes. Make a personal financial contribution to the organisation.</p> <p>Responsible for making sure the organisation has adequate insurance and an annual audit. Assist in carrying out its fiduciary responsibilities such as reviewing the organisation's annual financial statements.</p> <p>Enhance the organisation's public standing to other relevant and appropriate networks.</p> <p>May take on additional responsibilities as office holders and/or committee members. For example, serves ex officio as a member of committees, and attends their meetings when invited.</p>

The Management Committee

The organisation's MANCO are knowledgeable about development issues and well positioned within various sector. This serves as an asset that is employed in driving the organisation's vision and strategic direction as well as in positioning itself. Their duties are prescribed in foYU's Constitution.

2	Project Manager (1)	<p>Lead the planning and implementation of project. Facilitate the definition of project scope, goals and deliverables. Define project tasks and resource requirements.</p> <p>Assemble and coordinate project staff. Manage project budget and project resource allocation.</p> <p>Plan and schedule project timelines, and track project deliverables using appropriate tools. Provide direction and support to project team.</p> <p>Oversee the entire project, and manage the project's cost, schedule, and performance, by applying project management knowledge, skills, tools, and techniques. Provide liaison with stakeholders. Constantly monitor and report on progress of the project to Department. Quality assurance, project evaluations and assessment of results.</p> <p>The Project Manager will also act as PRO, Fundraiser and Events Coordinator.</p>
3	Project Co-ordinators (3)	<p>Oversee specific programme, and manage the programme's schedule and performance, by applying project management knowledge, skills, tools, and techniques. Provide liaison with stakeholders; and effectively maintain contact with internal and external stakeholders. Coordinate meetings and workshops in project sites.</p> <p>Work with Project Support staff to ensure meetings and workshops, including external visits are arranged efficiently with itineraries prepared, including travel documentation and supporting material, where appropriate. Compile / prepare presentation, reports, data, minutes, etc during meetings / workshops. File all project documents (hard and soft copies).</p> <p>Track project changes and produces updated site based schedule.</p>

Cooperation amongst Project Coordinators

The organisation's strength is its ability to work well as a strategic team and cooperation amongst the Programme Coordinators in order to address quality gaps in each areas of work. The team committed to having a collaborative relationship so that individual programmes complement one another and are still aligned to the vision of the organisation.

4	Support Staff (3)	<p>Provide general programme support functions to project management team. Perform administrative and office support activities for project management staff. Duties may include fielding telephone calls, receiving and directing visitors, word processing, filing, and faxing. Documents etc are effectively filed and retrieved.</p> <p>Oversee office administration and manage records. Undertake secretarial and administrative activities, e.g. Support Project Management team in administrative requirements, e.g. bookings, appointments, diary management and perform basic clerical tasks. The diary system is managed effectively, ensuring required reports and documents (e.g. meeting agendas) are to hand and the Project Management team are reminded of imminent appointments, deadlines etc.</p> <p>Effectively maintain contact with internal and external stakeholders, ensuring that all enquiries and messages are dealt with courteously and efficiently.</p> <p>Meetings and external visits are arranged efficiently with itineraries prepared, including travel documentation and supporting material, where appropriate. Ensure meeting agendas are prepared and where required, accurate minutes taken and drafted.</p>
5	Budget Analyst (1)	<p>Prepare budget estimates and monitor project spending. Record budget entries. Develop cash-flow projections for self-supporting. Prepare detailed budget charts, tables, and spreadsheets as needed. Provide budget recommendations to respond to a wide range of issues. Assist in the preparation of the annual report.</p>
6	Accountant (1)	<p>Compile and analyse financial information to prepare financial statements including monthly and annual accounts. Maintain financial records in compliance with accepted policies and procedures. Ensure all financial reporting deadlines are met. Prepare financial management reports and ensure accurate and timely monthly, quarterly and year end close. Establish and monitor the implementation and maintenance of accounting control procedures, and resolve accounting discrepancies and irregularities. Continuous management and support of budget and forecast activities; develop and maintain financial data bases. Monitor and support taxation issues. Financial audit preparation and coordinate the audit process.</p>
7	Drivers (2)	<p>Perform work in the operation of a vehicle to assure safe transportation of clients to and from various destinations. Drive assigned routes to transport staff and individuals to and from various human service locations, work sites, and other locations.</p> <p>Assume responsibility for care and maintenance of vehicle; washes vehicle and cleans interior; takes van to appropriate service centre for maintenance and repair.</p> <p>Operate vehicle to transport other goods, such as meals to various sites. Perform related duties as required, e.g. involved in the safe and efficient operation of automotive equipment.</p>
8	Consultant/s	<p>Perform contracted job, task or assignment as per service level agreement.</p>

HDI Participation

The participation of HDIs forms the core of the implementation strategy of Fountain of Youth. The organisation will strive to ensure a substantial number of the volunteers fall under the historically disadvantaged individuals (HDIs) category. HDIs who have graduated or have skills or competencies that are re-trainable will be accommodated. The organisation is however committed to sourcing a substantial of its human resources from other HDGs, such as women, youth and people living with disabilities; however relevant and appropriate qualifications or/and experience forms part of the recruitment policy of the organisation.

The volunteers from various communities will be identified, recruited, trained and supported to assist with frontline service delivery. These volunteers will work with local schools and in the community, assisting with implementation of the various projects. The volunteers and the project management team members will under ongoing training and capacity building to ensure effective and efficient delivery, while this should be seen as an indirect and direct incentive to them.

Human Resources Development (HRD)

Training across the organisation is necessary to ensure there are strong skills within each programme areas. Central to foYU's interest in promoting sustainable and effective youth development and social services, the nature of the relationship established between the organisation and the beneficiaries will be empowering. The organisation is putting in place policies that demonstrate it as a caring partner with personnel it employs. This will impact in how the organisation relates to the communities it serves.

The organisation believes that local knowledge capacity and expertise combined with government's developmental mandate will ensure sustainable, people-centred development. All members of foYU's management bring a number of close relationships with various key contacts. In order to maximise the value of relationship building, the organisation needs to diversify the clients that positions it with grow its clientele.

FOCUS AREAS

Fountain of Youth has conceptualised and developed 9 programmatic areas that shape and define the work of the organisation in the coming 10 years from the current year of 2012 to 2022;

- Youth Development through Sports, Arts, Culture and Recreation programme
- Life Planning and Social Skills Development programme
- Youth Entrepreneurship Development programme
- Youth Skills Development and Career Preparedness programme
- Reunification of Homeless Children programme
- Crime Prevention through Youth Empowerment programmes
- Youth in Local Economic Development initiatives
- Children, Youth and Family Services programme
- Youth Leadership programme



To implement these programmatic areas, foYU is focusing its energies in so that it builds depth and capacity in thematic areas that the organisation has identified as critical to sustainable youth development and social services delivery.



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RISK MANAGEMENT

Fountain of Youth is mindful of a number of risks that may impact on the successful implementation and sustainability of its programme. Risks identified are;

- *Labour relations and governing laws, e.g. occupational health & safety*
- *Delays in signing of contract and other requisite documentation on time*
- *Delays of funding transfer*
- *Lack of in-house skills at initial stages*
- *Loss of key staff*
- *Staff fatigue due to the intensity of the implementation plan*
- *Staff overwhelmed by challenges*
- *Lack of buy-in and commitment by host communities*
- *Training has little or no impact in the classroom*
- *Operating costs become excessive*
- *Departmental budget cuts*
- *Clients lack of leadership and management skills*
- *Interference from politicians*
- *Unethical and unprofessional conduct*
- *Varying economic fluctuations*

The organisation intends creating a risk assessment register to put measures of mitigating potential or emerging risks.

Occupational Health and Safety

Fountain of Youth is committed to promoting and maintaining the health, safety and well-being of its employees. The organisation commits to take a proactive approach to workplace well-being by ensuring the mechanisms are in place to prevent work-related occupational health injuries and to promote good health amongst the workforce.

Monitoring and Evaluation

Fountain of Youth has identified the importance of monitoring and evaluation as a critical means for improving the quality of work it will do so that it can assess the impact of its work. The organisation is in the process of finalising M&E systems to ensure project goals met. The willingness of the management to engage with M&E practices will facilitate an integrated approach that is institutionalised throughout foYU's daily practice. Strengthening M&E system is meant ultimately to improve the *accountability* of foYU to the beneficiaries and its funders.

Developing and strengthening a quality management system forms part of the solution, but the organisation is striving to ensure that the system is evenly understood and applied across the organisation to strengthen internal controls. In order to operationalise the M&E policy and approach, all internal role-players will form part of the development process. The key outcomes of the consultation are 1) improve programme and project planning and 2) bring to life the QMS system that organically develops.

The next steps are to continuously review the excellent M&E tools that have been developed already and decide how best to integrate these into our design of a new and improved M&E approach. foYU will undertake continuous assessment of the work that it does, hence a monitoring and evaluation policy and practice is being developed in consultation with project management and other M&E experts manner.

Internal Controls

Fountain of Youth does not subscribe to corruption and the MANCO has committed to ensuring that this principle is not compromised. The organisation is working on internal controls in order to prevent poor performance leading to corruption. This is done by creating and establishing organisational systems and internalising standardised approaches to project management and delivery. The organisation is expected to have a strong and efficient oversight measures that are not easily manipulated.

Being in a fast changing globalised world, foYU will need to be in position to adapt to a changing external environment in terms of having positioning strategy in how to deal with the new institutional environment of the youth sector. From here, foYU will identify the training needs of the organisation and which training programmes are best suited to meet these needs. It must then set internal targets for how swiftly and comprehensively we can integrate this M&E approach across the organisation.

Stakeholder Management

The organisation is working on developing and maintaining a strong reputation as among the leading NGO in the youth and social development sector within SADC. Due to its proposed diversified portfolio, the organisation plans to ensure its personnel have a shared vision so that this strengthens branding efforts and management of its reputation.

FINANCIAL STATEMENTS

Fountain of Youth

Statement of Financial Position

Figures in Rand	Notes	2010	2011
Assets			
<i>Non-Current Assets</i>			
Property, plant and equipment	0	0	0
Current Assets			
Contracts in progress	0	0	0
Trade and other receivables	0	0	0
Cash and cash equivalents	0	0	0
		0	0
Total Assets		0	0
Equity and Liabilities			
<i>Equity</i>			
Accumulated surplus		0	0
Liabilities			
<i>Current Liabilities</i>			
Trade and other payables	0	0	0
Total Equity and Liabilities		0	0

Statement of Comprehensive Income

Figures in Rand	Notes	2010	2011
Revenue	0		
Cost of sales	0	0	0
Gross surplus		0	0
Other income	0	0	0
Operating expenses	0	0	0
Operating (deficit) surplus	0	0	0
Investment revenue	0		

Finance costs	0	0	0
Surplus of the year		0	0
Other comprehensive income			
Total comprehensive income for the year		0	0

Statement of Cash Flows

Figures in Rand	Notes	2010	2011
Cash flows from operating activities			
Cash generated from operations	0	0	0
Interest income		0	0
Finance costs		0	0
Net cash from operating activities		0	0
Cash flows from investing activities			
Purchase of property, plant and equipment	0	0	0
Sales of property, plant and equipment	0	0	0
Net cash from investing activities		0	0
Total cash movement for the year		0	0
Cash at the beginning of the year		0	0
Total cash at end of the year	0	0	0

Financial Model

Although the current business climate in South Africa and SADC is unfavourable for NGOs, characterised by limited independent funding and competition with the private sector, Fountain of Youth is going to make great efforts to be financially viable beginning the year 2012. The organisation is working on establishing a diversified but firm funding model that is not only based on contract work for projects that fall largely under youth development and social services thematic umbrella. The management committee however unanimously agree that there is a need for core funding. The organisation's envisaged financial model will incorporate a strong marketing and branding angle and also allow it to take a proactive leadership role in the youth and social services sector by driving a select number of programmes where the core method of delivery are innovative, cutting edge and best practice models.

The organisation's envisaged financial model seeks to safeguard against reactive approach to funding by relying on a single client to continue doing project related work has prevented the organisation from investigating innovative funding approaches. The organisation may need to explore a few funding models as part of the organisations resourcing to enable it to implement its ten year strategy. One example could be to nurture a few key donors in a long-lasting partnership that can allow the organisation to further build its capacity.

THE ANNUAL REPORT

This Annual Report covers period from March 2011 to March 2012

The overall aim of this report is to profile short-term and long-term interventions on how Fountain of Youth intends to improve the quality of lives of young men and women in local governments by mitigating against all social factors that put them at risk. This document is a product of engagement with Members of the Committee and office bearers. As such, it must be read as reflective of voices within the organisation. The method used to pull this document together began with regular monthly meetings since March 2011 to deliberate on a ten (10) year strategy. In June 2011, the MANCO met to finalise the strategy whereby other organisational issues were discussed, e.g. strengths and gaps within the organisation and opportunities of growth and development of the organisation.

This 2011/2012 Annual Report is a product of a participatory SWOT analysis as well as an analysis of Fountain of Youth's external aspirations in how it wants to make a difference. It was necessary for the management committee to embark on a journey of assessing the resources and capabilities required to actualise its strategic objectives and the ways in which to strengthen and equip it to achieve such. The development of a 10-year strategy forms part of an internal alignment process to calibrate the organisation's business ethos, organisational structure and governance. This draft strategy has helped to establish appropriate risk management systems that minimises possible risks.

CONTACTS

NPO name: Fountain of Youth (abbreviated as foYU)

NPO Registration Number: 086/977

Our Staff

Matome Mahasha	Acting CEO
Matome Mahasha	Acting CFO
Annah Mokoena	Office Assistant
Rebecca Mantele	Project Support Officer
Elsinah Mkhize	Project Management Support
Obakeng Makoti	Project Coordinator 1
Robert Kok	Project Coordinator 2
Bongani Reggienald	Project Coordinator 3
Volunteers	Contract related / Service Level Agreement
Outsourced	Financial Administration

Our Address

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Website: <http://fountainofyouthnpo.yolasite.com/>

Satellite Office/s

Galeshewe – New address being finalised

Contact Person

Matome Mahasha Acting CEO/CFO: Telephone +27(0)74 107 4585

Contact details of Members of the Management Committee have not changed as per the NPO application.