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2 Introduction

The James 1:27 Trust is a not-for-profit public benefit organisation that was founded in 2004 with the aim of creating a scalable, sustainable means for providing holistic care to orphans and vulnerable children. To do this we partner with organisations who are already caring for children, giving them access to a model for delivering care, a data management system that supports care management and reporting, and a social market for fundraising and sponsor relationship management.

There are more than 2000 children receiving care through our partner organisations, and we manage more than R 2 million in donations towards the cost of care services. We use our software innovations, enterprise software licenses, care model methodology, and other technologies and processes to empower our partner organisations.

We partner with the University of Pretoria and the National Action Committee for Children Affected by HIV and AIDS (NACCA) in South Africa. We are a member of Yezingane Network (the largest orphan advocacy network in South Africa). The James 1:27 Trust currently serves eleven client and partner organisations in

Gauteng and Kwa-Zulu Natal (among them Take Action, SA Cares for Life, Give a Child a Family, Viva Foundation, Lefika and Counselling@). We are also aligned to UN global policies and in particular the UN Convention on the Rights of the Child and the African Charter on the Rights and Welfare of the Child.

3 Our Mandate

The mandate name of the Trust (and its name) is taken from the book of James, chapter 1, verse 27, which states, "Pure and lasting religion in the sight of God our Father means that we must care for orphans and widows in their troubles and refuse to let the world corrupt us". This philosophy of care, integrity and engagement is at the heart of all we do.

4 The Risk

South Africa is at risk with increasing levels of political, social and economic instability. High levels of poverty and unemployment make the country one of the most unequal in the world. Despite pressure to address major issues within society, the government is not capable of dealing with them on its own. Credit rating downgrades and currency devaluations are expanding government debt and putting increasing pressure on already stretched budgets. Alternative approaches are required to supplement what government is able to accomplish.

5 The Opportunity

Civil society plays a crucial role in social stability. Everyone is able to see the needs that exist in our communities, but only a few brave and committed individuals are willing to do what is needed to address those needs. Through informal voluntary associations and more formalised Community-Based Organisations (CBOs) and Non-Governmental Organisations (NGOs) they make a substantial contribution to addressing inequality, unemployment and poverty.

However, these organisations (collectively referred to here as Civil Society Organisations, or CSOs) generally struggle with capacity in areas such as fundraising, governance and administration, and can also struggle with effectiveness and efficiency in service delivery. They often lack the financial, human and technological capital to be sustainable.

At the same time, ordinary citizens would like to contribute to a more stable society, whether for altruistic reasons or because it's to their own benefit, but lack the time or opportunity to get involved themselves.

6 Our Response

We are creating an ecosystem in which civil society becomes a more efficient engine for the delivery of social services, with citizens providing the fuel through donations and ongoing subscriptions. This requires the means for 1) improving on the performance of civil society organisations, 2) a marketplace for citizens to see and sponsor what these organisations are doing, and 3) the incentive to support their work. The James 1:27 Trust is working on interventions in all these areas, with a focus on the Orphans, Vulnerable Children and Youth (OV CY) sector.

6.1 Empowering NGOs to achieve greater impact

Every organisation wants to make a difference. Its ability to do so is directly affected by performance in the same professional business disciplines that make a business both effective and efficient. The Trust provides a service agency for other organisations, assisting them with financial administration, back-office support, care management and reporting. We also provide access to useful technology platforms, including the James 1:27 Care Platform, SAP Business One, and OrangeHRM.

6.1.1 Financial Management

Effective financial management is one of the cornerstones of successful organisations, but is an area that smaller, mission-focused organisations often struggle with. We provide a range of financial tools and services to support care partners.

| | AVAILABLE | PLANNED |
|---|-----------|---------|
| Accounting – expenses are tracked in SAP Business One, with a set of accounts customised for care, simplifying reporting and decision-making | ● | |
| Procurement – service providers can be pre-loaded in the system, allowing care activities to be outsourced while maintaining workflow integration | | ● |
| Budgeting – care expenses are allocated only against specific budgets with available funds, encouraging financial planning and accountability | | ● |
| Financial Administration – by using the Trust’s financial administration services, care organisations can free up their resources for care activities | ● | |
| Financial Reporting – the Trust provides regular management reports to client organisations | ● | |
| Managed Bank Accounts – the Trust can provide client organisations with separate bank accounts, adding an extra level of financial oversight | ● | |
| Audited Financial Statements – all accounts managed by the Trust are audited annually by Grant Thornton, the fifth largest auditing firm worldwide | ● | |

6.1.2 James 1:27 Trust is providing agency services to care partners

Through our agency services we are providing financial tools and services to support care partners with effective financial management.

- Take Action, a client organisation of the James 1:27 Trust, has a practical and hands-on approach. They help and support local ministers, community leaders and caregivers in poverty-stricken communities who are involved with serving their own communities to uplift orphans and vulnerable children. Take Action builds relationships in order to empower these leaders to help themselves and their communities in a sustainable way. Most of Take Action’s projects are in the Hammanskraal and Maubane rural communities, roughly 40 kilometres north of Pretoria. Among the projects are child and youth care centres, community centres, local churches, drop-in centres (aftercare), home-based care for child-headed households, and early childhood development centres. They are also currently feeding 1200 children 20 days a month. The James 1:27 Trust manages about R 2 million a year for Take Action including audited statements, managing receipts, managing payments, and managing tax benefits.
- Counselling@ is a registered Non-Profit Organisation (NPO) and Public Benefit Organisation (PBO) which provides free of charge counselling to different communities. The James 1:27 Trust is currently

in the process of entering into a relationship whereby the Trust is managing their finances including audited statements, managing receipts, managing payments, and managing tax benefits. They are also a partner organisation of the Trust for psychosocial services for the families of the Trust, while we are also helping them to raise funds to strengthen their capacity and efficiency for counselling.

6.1.3 Human Resources Management

CSOs often struggle to manage staff productivity in an environment of limited resources and high demands. Focusing on performance monitoring, incentives and rewards can help. The Trust uses OrangeHRM, an open source HR management platform, and is planning to offer this to client organisations.

| | AVAILABLE | PLANNED |
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| Performance Management – staff profiles, performance targets, timesheets and leave requests can be managed and tracked in a simple online space | | ● |



6.1.4 Care Services

Care organisations need to have a proven care model and processes to ensure that their interventions take beneficiaries from risk and vulnerability to development and meaningful participation in society.

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| Care Model – our care model for family-oriented community care is based on global best practices. This model can be used by any care partner, and has been integrated into all our technologies and processes | ● | |
| Processes and Checklists – the Trust is developing a set of checklists and workflows to support effective and efficient care delivery | | ● |

6.1.5 James 1:27 Care Platform

We have created the James 1:27 Care Platform, an innovative online system to manage the care of Orphans and Vulnerable Children in community or residential care. Built on PTC Windchill, a leading Product Lifecycle Management system, the Care Platform has integrated support for workflows, lifecycles, and task and document management. Using our Care Platform, partner organisations can integrate, manage and report on care.

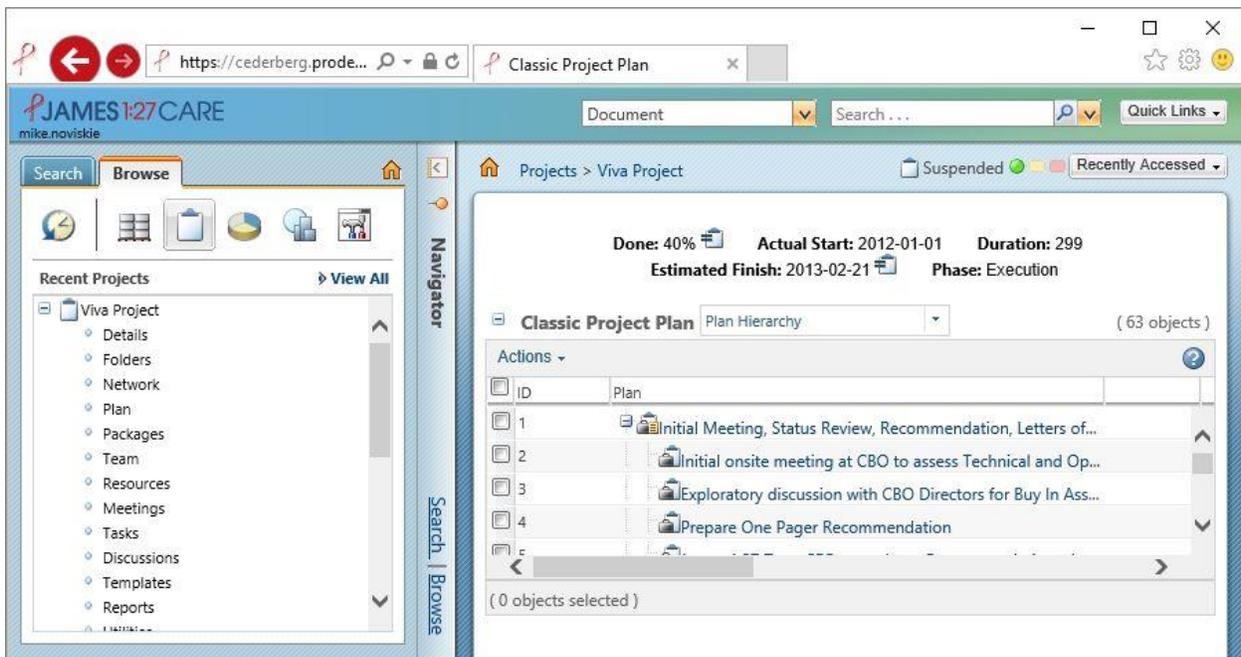
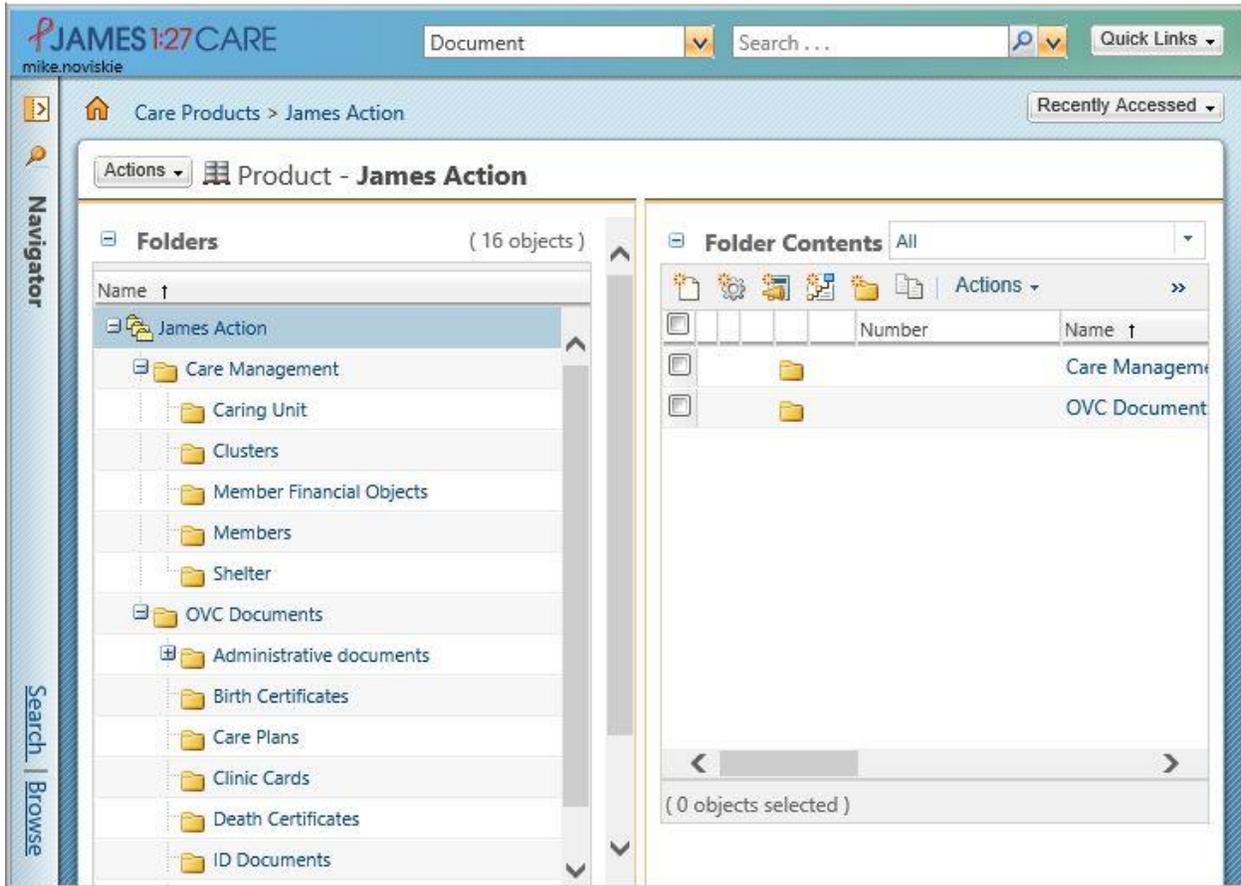
A system which empowers organisations to care better...



The James 1:27 Care Platform is a comprehensive system to monitor families' progress and to create *care plans*—systematic intervention plans individually tailored for the unique needs of each family. With the Care Platform, organisations will be able to continuously evaluate and adjust each care plan. The Care Platform enables them to capture relevant data about each family and follow changes over the years of working with them. Organisations will have a comprehensive reporting system, allowing them to efficiently meet demands coming from management, executive boards, funding institutions and government.

| CARE MANAGEMENT | AVAILABLE | PLANNED |
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| Care Structuring – managers can structure care services in a meaningful way by clustering care according to organisational or geographic divisions | ● | |
| Case Management – care workers can keep track of information about each person being cared for in a secure, online and interlinked system | ● | |
| Team Management – care teams are organised by roles, so that if one person leaves, their unfinished tasks can easily be reassigned | ● | |
| Task Management – activities can be assigned to a specific role or individual, allowing for work planning and tracking | ● | |
| Document Management – document templates and files related to individuals and families can be securely stored and accessed online, including full revision history | ● | |
| Intuitive Interface – all care functions are available through a simple visual interface, customised according to the role of the user | | ● |
| Mobile Interface – care workers can access and update information from the field using a custom mobile application | | ● |
| Care Plans – care activities are organised in a care plan, with integrated checklists and workflows to streamline and simplify care work | | ● |
| Lifecycle Management – at different stages of their development, individuals and families need different care. With integrated support for lifecycles, the Care Platform supports progression from vulnerability through to reciprocity | | ● |
| Care Monitoring – care programmes can be monitored against specific and measurable targets | | ● |
| Management Dashboard – care managers have access to a summary dashboard which provides a summary of all care programmes and activities | | ● |
| REPORTING | | |
| Customised Care Reports – organisations can query their own care information in order to answer specific questions | ● | |
| Change Reporting – queries can be made against the full history of a programme, family or individual, simplifying progress reporting | ● | |
| Statutory Reports – care organisations receiving funds from the Department of Social Development or other international development funds can automatically produce reports in the required format | | ● |
| Integrated Analytics – care and financial records can be combined to produce complex analytical reports | | ● |

Using the James 1:27 Care Platform, organisations can capture data and report in detail for their families, projects and services.



6.1.6 Organisations using the James 1:27 Trust Care Platform

- The James 1:27 Trust is caring for nine families (65 members under care). In caring for these families, we test, develop and improve our processes and technology. Providing holistic care to our families is crucial because we believe sustainable change will only come from seeing children and families move from emergency relief and dependency towards rehabilitation, holistic development, and becoming self-sustaining – enabling them to give back to their communities.

Our main aim is to escalate the delivery of holistic care by helping other organisations who are already providing holistic care. With the James 1:27 Care Platform, organisations will be able to care for more children with less administrative overhead, thus empowering care delivery on a much larger scale. We already have two other organisations using the Care Platform and would like to see this grow exponentially.

- Viva Foundation of South Africa is an organisation that cares for children and child-headed households and aims to be instrumental in the transformation of informal settlements and other high-priority poverty areas into stable and economically viable communities by establishing service hubs that provide young and old with opportunities for education, employment, business and recreation. Viva is using the James 1:27 Care Platform and reporting for 122 families (607 members under care).
- SA Cares for Life is a Child Protection Organisation who cares for children and guides parents in various ways to ensure a strong bond and a happy child. They provide a prevention programme, intervention programme, specialised care programme, and volunteer care with the aim of changing the destiny of South Africa's children so that every child can experience the love and security that only a family can provide. SA Cares for life is using the James 1:27 Care Platform for 141 families (707 members under care).

Agency services provide organisations with efficient financial management, and the Care Platform is a system that captures, manages and tracks care with an efficient reporting system, but holistic care is expensive. We need a place where social services can be bought and sold.

6.2 A marketplace for the buying and selling of social services

The James 1:27 Trust is developing an online marketplace or ‘social market’ where social service providers (Civil Society Organisations) and social consumers can trade. On the social market, CSOs will advertise the services they provide in their local communities together with performance targets. The social consumer (a corporate employee or private individual) purchases the service, either once-off or as a monthly subscription, and the funds are transferred to the CSO so they can deliver the service. Reporting is then available to the social consumer to demonstrate that the services have been delivered. Service providers would be rated on the consistency and quality with which they deliver on their targets, thereby introducing a trust mechanism.

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| Online Market – care programmes and projects can be loaded on the James 1:27 Trust website for sponsorship by individuals and institutions | ● | |
| Secure Payment Platform – sponsors can make once-off payments or process ongoing subscriptions using a variety of payment channels including credit cards, bank debit orders, PayPal and SnapScan | ● | |
| Dedicated Web Property – the social market requires a dedicated online website that is independent of the Trust site (e.g. thesocialmarket.com) | | ● |
| Sponsor Relationship Management – sponsors receive regular customised newsletters with updates on the specific causes that they are supporting | | ● |
| Care Platform Integration – CSOs using the Care Platform can automatically report on service delivery targets by recording their services in the system | | ● |
| Service Planning and Reporting Tool – the Trust would like to offer a tool to guide CSOs in the planning and structuring of their services. This tool would have integrated reporting functionality for services that do not fit within the scope of the Care Platform | | ● |
| Marketing Support – the Trust’s marketing team can assist CSOs to structure and price their services for placement on the social market | | ● |
| Payroll Integration – by integrating with corporate payroll systems, the Trust would support workplace giving and contribute to a socially engaged workforce | | ● |

6.2.1 Value offerings

We have identified three important value offerings to escalate care - families, projects and services. We want to build a platform where organisations can provide specific value offerings to consumers to support a family, a project or a service, creating options for the social consumer. We already have families, projects and services of various organisations on our website and want to continue to develop the social market so that more organisations and consumers can participate.

On the James 1:27 Trust website – HOW CAN YOU HELP (<https://www.james127trust.org/en/donations/>)



Choose to sponsor a family, project or service →

Choose from the various options:

- Support specific needs of families or care centres
- Support a project
- Support a service

Families

This screenshot shows the 'Care Domain Sponsorship' section with four options:

- Sponsor the health of our families:** Help us ensure that the child is healthy and that he or she has access to preventive and treatment health services.
- Sponsor the shelter for our families:** We will use your contribution to ensure that our families have shelter that is adequate, dry and safe.
- Sponsor the food and nutrition of our families:** Help us to ensure that every child has sufficient and nutritious food to eat.
- Sponsor the spiritual development of our families:** We will use your contribution for pastoral visits, camps, retreats, and other activities to foster the spiritual development of the children under our care.

E.g. education, health, shelter

This screenshot shows the 'Project Sponsorship' section for 'Sponsor the education of our families'. It includes a description: 'Help us to enable the child to perform well at home, school, job training, or work and developing age appropriate knowledge and skills.' Below is a form to 'Support this care domain:' with radio button options for R 500, R 1 000, R 1 500, R 2 000, and 'Other amount'. There are also checkboxes for 'Monthly contribution' and 'One-off contribution', and a 'Proceed' button.

Projects

This screenshot shows the 'Project Sponsorship' section with three options:

- Support the Trust:** We will use your sponsorship where it is most needed. It will be used to cover our operational costs as well as the care of vulnerable families.
- Support Take Action:** Take Action is a vehicle for mobilizing people who want to express their faith through acts of kindness—bridging the gap between those in need and those with the hearts, time, or material resources to help.
- Support our Zama Zama community projects:** Zama Zama is a community of 150 families, mostly of Agos, living in an informal settlement on the outskirts of Dersfontein just west of Pretoria.

 A sidebar on the right provides bank details: James 1:27 Trust, ABSA Bank (Branch), Branch code: 632005, Account number: 40 6202 7563, SWIFT address: ABSAJA.

E.g. community centres, vegetable gardens

This screenshot shows the 'Project Sponsorship' section for 'Support this cause'. It includes a description: 'Take Action is a vehicle for mobilizing people who want to express their faith through acts of kindness—bridging the gap between those in need and those with the hearts, time, or material resources to help.' Below is a form to 'Support this cause:' with radio button options for R 500, R 1 000, R 1 500, R 2 000, and 'Other amount'. There are also checkboxes for 'Monthly contribution' and 'One-off contribution', and a 'Proceed' button.

Services

This screenshot shows the 'Care Domain Sponsorship' section with three options:

- Sponsor the spiritual development of our families:** We will use your contribution for pastoral visits, camps, retreats, and other activities to foster the spiritual development of the children under our care.
- Sponsor the education of our families:** Help us to enable the child to perform well at home, school, job training, or work and developing age appropriate knowledge and skills.
- Sponsor the psychosocial support of our families:** Help us to ensure that the child is happy and has hope for a good life, and that the child has the opportunity to enjoy good relationships with other children and adults.

 A 'More...' link is visible at the bottom left.

E.g. psychosocial, music therapy, ECD

This screenshot shows the 'Project Sponsorship' section for 'Sponsor the psychosocial support of our families'. It includes a description: 'Help us to ensure that the child is happy and has hope for a good life, and that the child has the opportunity to enjoy good relationships with other children and adults.' Below is a form to 'Support this care domain:' with radio button options for R 500, R 1 000, R 1 500, R 2 000, and 'Other amount'. There are also checkboxes for 'Monthly contribution' and 'One-off contribution', and a 'Proceed' button.

6.3 The incentive to contribute

In this ecosystem, ordinary citizens are voluntarily contributing the financial resources to deliver social services, but they are not the direct recipients of those services. They require sufficient engagement to convince them that their investment is both necessary and beneficial. Any direct benefit they receive themselves would provide additional incentive.

| | AVAILABLE | PLANNED |
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| Tax Deduction – the James 1:27 Trust is a registered Public Benefit Organisation and can issue tax exemption certificates in terms of section 18(a) of the Income Tax Act 58 of 1962 for donations that support the care of orphaned and vulnerable children | • | |
| Social Persuasion – the social market will include features to invite friends to contribute, and they will get feedback on the contribution that their whole social network has made, thereby encouraging a sense of community and shared impact | | • |
| Loyalty Program – by sponsoring care services, the social consumer earns loyalty points which can be claimed against purchases at participating retailers | | • |
| Impact Research – the Trust will conduct research to demonstrate the link between sponsored social services and improved social cohesion | | • |
| Social Insurance – the Trust is pioneering the concept of social insurance as a mechanism for channelling resources from resourced sectors of society to fund social development in areas of greater poverty. Social insurance is a means for individuals to mitigate against the risk of social upheaval and in so doing promote personal interests | | • |

7 Help Us Build

South Africa is standing at a critical juncture. If we continue with our current trajectory there is a great likelihood of social unrest. We need to invest in mechanisms that address the imbalances in our society and respect the dignity and rights of all our citizens. South Africa’s inequality may not simply be a problem but an opportunity, and one which could be addressed through innovation, social entrepreneurship and enterprise development. It requires collective action. It will, nevertheless, remain a dream without the necessary support to develop and build these systems. Partner with us to help us get there, and move the building blocks listed above from “planned” to “available”. We can’t do this without your support.