![safrea logo]
Southern African Freelancers' Association

Business Implementation Framework (BIF)
for the 2019 to 2022 period

Compiled by: Thea Aboud

On behalf of
Safrea Executive Committee (EXCO)
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1. BACKGROUND AND HISTORY

The Southern African Freelancers' Association (Safrea) was founded in 1999 by journalist Charlene Smith, based in Johannesburg, as a self-funded, independent organisation. Charlene visited Cape Town and met with a group of senior freelancers who agreed to set up a Western Cape chapter. One of the main reasons for setting up Safrea was the exploitation by media houses of the increasing numbers of journalists and photographers who worked as freelancers.

Safrea developed steadily over the next few years with various key people playing definitive roles in formally establishing the Association through the formation of regional committees tasked to grow Safrea membership, and through the adoption of a constitution.

Word of the Association's good reputation spread among freelancers across South Africa with freelancers joining in their hundreds from Western Cape, Gauteng, KwaZulu-Natal, Eastern Cape, as well as a small number of members from other regions in South Africa. Its footprint subsequently extended into some Southern African countries, albeit in a limited way.

Safrea uses technology platforms to keep in contact with its members and provides members access to various membership benefits. In 2002, a Safrea "e-group" was established, which created a platform for members to engage online. With access to Safrea activities also provided through a website, the Safrea Google Group, aptly named the "Oracle", and the Association's participation in various social media platforms, Safrea's online presence is well established.

Safrea's National Executive Committee (Exco) and Regional Committees (Regcos) manage the day-to-day operations of the Association while the Oversight Committee provides a guiding and oversight role (in general related to Exco's adherence to the constitutional objectives of Safrea, and especially in respect of Safrea's finances and the appointment and remuneration of staff). Safrea's activities are executed by volunteer committee members and a paid administrator. The Association is a registered Non-Profit Organisation (NPO) and a tax exempted (PBO) in terms of the section 10(1)(d)(iv)(bb) of the Income Tax Act 58 of 1962. Safrea is solely dependent on member fees to fund its operations, with other potential sources of funding always under investigation.

The development of this business implementation plan is the second formal strategic planning exercise undertaken by Safrea, the first one having been concluded in 2013, covering the 2013/14-2015/16 period. Although only these two formal strategic planning workshops have been undertaken, concerted attention was given by Exco, Oversight and Regcos in the intervening years to ensure that Safrea stays on course and that key initiatives were moved forward on an ongoing basis.

2. PURPOSE OF THE BUSINESS IMPLEMENTATION FRAMEWORK (BIF)

The purpose of this business plan is twofold. Firstly, the future direction of Safrea needs to be established and, secondly, a comprehensive implementation framework needs to be developed, by aligning its current and future Core Business, in a way that will govern

and guide the implementation process of the strategic plan over a three-year rolling period.

Through this strategic planning intervention, the current situation has been assessed, its future options evaluated, and a plan to guide its operations and ensure its future sustainability, developed. This document will serve as a compass to guide Safrea as it continues to build its core service delivery capacity in a systematic and cost-efficient way, in service of the organisational purpose and to its members.

3. METHODOLOGY

The first step in developing this strategic BIF was to gain insight into Safrea's strengths and weaknesses, both real and perceived, so as to get a sense of the underlying forces at play that promote or impede progress. The next step was to analyse factors in the market place (opportunities and threats) that could influence Safrea's growth and development and even impact its future existence.

Due to time and cost constraints for the second strategic planning workshop undertaken on 8th November 2018, input was obtained before the workshop through a "paper exercise", with a cross-section of the Exco-, Oversight-, subcommittees and Regional committee members participating through the provision of written input, and a review of relevant documentation available to the workshop facilitator.

The fundamental requirement of this approach to business building and/or developing institutional performance effectiveness and delivery capacity is:

- Mastering the current reality that the business must deal with and resolve, in order to achieve its purpose and highest aspirations.

- Well-considered answers to a deliberate set of " insight questions" which help us acquire a firm grasp of the "current reality" of the environment in which the institution must operate (internally and externally), and how it impedes or promotes progress.

- Ensuring that all business development programmes and projects flow organically out of a thorough examination of the current reality towards desired outcomes.

4. ENVIRONMENT SCAN

To fully understand the environment in which Safrea operates one has to analyse that environment by answering the following questions.

- Who are our role-players (all stakeholder groups) and what is the competitor environment like?
- What do role-players want from Safrea?
- What is Safrea's core business (why does Safrea exist)?

4.1 Who are our role-players (clients, competitors, stakeholders)?

Clients *(To whom Safrea renders services?)*
● Safrea members, who are independent professionals providing media and communications services on a variety of platforms

Competitors
● Independent media and communication professionals working within the same industries as Safrea members, but not affiliated with Safrea
● LAMP partners and alliances with those partners where resources are shared
● Organisations that also serve the needs of media and communication professionals, e.g. PROJOURN, PRISA, SASJA
● Media houses
● Amateurs and Elance / digital sweat shops
● Other industry-related and non-related NGOs
● Facebook pages like the Resource
● IABC, BWASA

Stakeholders
● Government departments serving the needs of the media, communication and film industry: e.g. DTI, DAC, DOC, SARS, DSD (NPOs), etc.
● Government agencies and parastatals: e.g. NFVF, Film Commissions, ICASA, CCIFSA. NYAD
● Media Houses
● Broadcasters – Public, Commercial & Community
● Publishers
● Professional bodies and business associations serving the needs of media, communication and film practitioners
● Learning Institutions
● Trade Unions
● Clients of Safrea members
● Funders and financial institutions (e.g. Safrea bankers)
● Audiences, e.g. media consumers, film and television consumers
● Private sector – corporate companies

4.2 What do our role-players want (clients, competitors, stakeholders)?

Members Want:
● To be part of a professional, like-minded forum offering value for money for the membership fees they pay
● A credible body to protect and defend freelancers' professionalism
● Mentoring / training / skills development at affordable rates in terms of entrepreneurial and professional areas
● Access to networking opportunities with excellent speakers on relevant topics

- Access to other professional networks
- Advice and mediation with legal disputes
- Development of fair rates, terms and conditions (contracts / agreements)
- Healthy and strong relations with stakeholders, beneficial to SAFREA members
- Lobbying for rights
- Industry recognition
- Jobs / access to freelance projects
- Sharing of practical information and advice
- Online calendar and press office
- Relevant information on e-group and website
- Group benefits – access to discounted products and services
- Prestige associated with being a member
- Benefits
- Rewards

Stakeholders Want:

- Sharing of resources, information, expertise
- Attendance at their events
- Professional services rendered
- Quality content
- Potential funders would require assurance of some form of return on their investment (ROI), not financially, but in relation to the projects they have funded (for example, an improvement in standard of work produced by new freelancers, if they have funded an education-type project) – also accurate bookkeeping and reporting on their investment

Competitors Want:

- Available money from possible donors
- High quality products at low cost within unreasonable timeframes that benefit themselves
- Information from Safrea
- Safrea members to join their organisations
- A weak public profile for Safrea
- Share in programmes and projects that have more value to them than to Safrea
- Media houses, especially, want non-members to undercut each other and compete for jobs to the advantage of the media house in terms of e.g. level of fees payable

4.3 What is Safrea's core business (why does Safrea exist?)

Safrea exists to:

- promote the interests of members who are freelance media and communications professionals, in the published written, visual, information technology, broadcast and creative media and communications fields of endeavour
- foster solidarity and excellence among freelancers and to promote cooperation in all matters of common concern
- stimulate and benchmark professional standards and ethical conduct in freelancers and employers
- provide information that will assist freelancers to negotiate suitable payments and contracts
- provide a forum for the dissemination of information useful to freelancers and prospective clients
- serve as the collective voice of freelance media and communications professionals; in the first instance for the Southern African region, and for other regions and interests the Association might decide to represent
- form alliances with organisations and agencies that can advance the interests of its members
- serve as a sounding board for its members on matters related to media and communications
- facilitate access to job opportunities which members might have available or become aware of, as and when available
- advocate for fair standards, rates and practices in the industry
- provide resources to advance its members' careers.

5.   PURPOSE AND HIGHEST ASPIRATIONS

High purpose and aspiration are the authentic driving forces behind the world's greatest achievements. The purpose of an organisation and its primary focus determines its priorities, its allocation of resources and serves as the basis for measuring its performance.

The following statement of purpose derives from the reason why Safrea exists and has been adopted by Exco, Oversight and Regcos:

Safrea's Statement of Purpose

"To build a community of independent professionals who advance the interests and prestige of Safrea members in their role as media and communications freelancers."

Safrea's Highest Aspiration

"The freelance community of choice in the media and communications industry"

6.   BIF STRATEGIES

The Business Implementation Framework (BIF)BIF consists of the following strategies:

- The Core Service Delivery Strategy, in section 7 and the
- The Capacity Building Strategy in section 8.

The Core Service Delivery Strategy represents how Safrea will achieve its purpose and highest aspirations. The Core Strategy is the reason why Safrea exists. ***However, it cannot be successfully implemented without the Capacity Building Strategy.***

7.   THE CORE SERVICE DELIVERY STRATEGY

The Core Service Delivery Strategy addresses the primary reason why Safrea exists, i.e. ***"To build a community that advances the interests and prestige of members who are media and communications freelancers."***

The desired outcome for the Core Service Delivery Strategy is,

"Programmes and projects in place that will advance the interests of members who are independent professionals in the media and communications industry on all platforms by end November 2021 or sooner."

Four supporting programmes have been developed to achieve this desired outcome:

● The Membership Programme
● The Professional Development Programme
● The Communications Programme
● The Advocacy Programme

7.1   THE MEMBERSHIP PROGRAMME

Desired outcome: ***"A minimum of 10% increase in new memberships per annum with a minimum of 95% retention of current members."***

*F*actors that need urgent attention:

● Membership categories
● Members Assistance Programme
● Vetting process
● Tangible benefits, which includes work opportunities
● Conduct on the e-group (ethics)
● Relationships and objectivity - committees and members; between members
● Conduct of members
● Lack of higher achievement within the organisation and as a freelancer
● Development and mentorships
● Awards

These elements gave rise to the following projects:

7.1.1 Membership Category Revision

A proposal to revise the current membership categories to ensure an aspirational upward movement for professional freelancers. This system will include an in-depth vetting system by

introducing a survey system to categorised freelancers. A possible induction course and development and mentoring may also be linked to this initiative. Level of experience must be linked to specific category. Once the categories have been established a revision of fees must be undertaken. Opening up membership to other disciplines such as IT Media Practitioners must be investigated.

7.1.2 Benefits Revision

This project aims to package benefits and clearly define these benefits to members and potential members. It would include tangible resources, access to information and advice and networking that may lead to job opportunities. Specific benefits may also be linked to specific membership categories. A further proposal includes a members' assistance programme, which needs to be investigated with practical solutions.

The annual rates survey and report is a very important benefit for the industry and Safrea members and should be maintained and improved where possible.

Although Safrea is not a jobs portal, it is the one thing that most freelancers are looking for and when they realise it is not the type of service Safrea offers, they leave. Possibilities on how to create a platform and facilitate more opportunities where members can "sell" their services must be investigated and integrated into the benefit package.

7.1.3 Code of Conduct

This project will address the human factor. It will include Safrea values, how members conduct themselves and how grievances are dealt with when behaviour and conduct is inappropriate and/or offensive, general professional work ethics and acceptable topics on the various Safrea social platforms. The Code needs to be clear and offer practical resolution methods and consequences for serious breaches.

7.1.4 Membership Drives and Campaigns

This project cannot be implemented in isolation. The Membership Programme forms the heart of the Core Service Delivery Strategy and all other programmes within the Core Service Delivery Strategy are in service of this Programme. All the projects within the Communications, Professional Development, and Advocacy and Lobbying Programmes must contain an element of campaigning to gain and retain members.

7.1.5 Surveys / Needs Analysis / Research

It is imperative for Safrea's Executive Committee to stay in touch with the environment. Regular environmental scans must be conducted, e.g. what do our members want; why are members joining Safrea and why are they cancelling their membership. The results of this type of research must be reflected in the various programmes and projects and must precede the revision of the BIF.

7.1.6 Membership Administration

This project will be discussed as part of the paragraph 8.1 Governance Programme

7.2   THE PROFESSIONAL DEVELOPMENT PROGRAMME

Although Safrea is NOT a training institute, its mandate is to advance the interests of its members.   Professional Development is a major part of that. As mentioned earlier, this programme is in service of the membership programme – it gives life to a "tangible" membership benefit. This programme must constantly be aware of the needs of members and work in close collaboration with the membership programme.

The desired outcome of this programme is, *"A comprehensive mechanism in place by November 2021 or sooner that will provide Safrea members with accredited learning programmes to enhance their professional performance as freelancers".*

An analysis of the current reality revealed that some of the biggest challenges are the diversity of disciplines within the membership and the geographical spread of members. However, this creates an opportunity to offer learning programmes that cut horizontally across the various disciplines. Many learning institutions offer courses specific to the content of the various disciplines but very few offer skills to enhance their own freelance business. New technology, such as webinars offer affordable distance learning.

It is also important that Safrea ensures that they obtain accreditation from SAQA for their programmes. The following projects have been identified:

7.2.1 Needs Analysis

 A needs analysis, in collaboration with the membership programme, needs to be conducted to establish the specific needs among the various membership categories and disciplines.

7.2.2 Programme Design and Implementation

At this point Safrea is in a position to self-fund some of the initial programmes, but additional funding will be needed to successfully launch an integrated accredited programme and to update these programmes over time to stay in touch with new technology and new needs.

In order to attract the younger generation and graduates, a mentorship programme must be included in the programme.

Certain programmes may be in the form of networking with organisations that make use of freelancers in the media and communication industry, or even between new entrants to the freelance world and experienced senior members. A national conference was also mentioned and need investigation.

One of the weaknesses identified was 'leadership skills'. To ensure the organisation produces strong leaders from its membership to lead Safrea into the next three years and beyond, it is imperative that a Leadership Programme be designed and implemented to equip future and existing committee members.

All proposals must be evaluated in terms of return on investment, e.g. will Safrea gain / retain members with the specific offering.

7.3 THE COMMUNICATION PROGRAMME

This programme intends to articulate the role, mandate and image of Safrea to the outside world and thereby gain members, retain its current members and enter into longstanding beneficial collaborative partnerships. For sake of easy reference strategic relationships / partnerships, will be included in the Advocacy Programme.

The desired outcome for this Programme is, *"A streamlined, consistent automated approach – one design, one voice."*

Safrea has a website, is linked to all major social media platforms and has multiple platforms on which it communicates with various role players. However, none of these platforms are utilised to their full potential. Safrea, as a community of Communications and Media Experts, is not making optimal use of this expert resource, which does not portray an image of professionalism. Flowing from an analysis of the current reality, the following projects have been identified:

7.3.1 Member Communication

Communication from Safrea Committees to Members:
Messages sent to members from the various Safrea committees must be clear and portray "one voice".

The project includes research of platforms on which the committee can interact more effectively with members. Currently Safrea is using the website backend, e-group (on google groups), Facebook, Twitter and Instagram to communicate with members and Mailchimp to distribute the newsletter. The fora available on the website is available but not in use. All members are not part of the e-group and the various social media platforms. It is imperative that messages reach all members.

Communication and networking between Safrea Members:
This project needs to be planned and implemented in close collaboration with the Membership Programme, Code of Conduct Project.

As mentioned above, various platforms are available, but not fully and effectively used. Communication platforms have also been misused as platforms for personal grandstanding, smear campaigns and personal grievances. The purpose of these platforms must be in service of enhancing the professional interests of members (which could include professional assistance / advice, job offerings, selling and showcasing services / skills) and cannot be used for any other purpose.

Communication between Safrea Committee Members:
Due to the geographical distribution of committee members, meetings are taking place via Skype, which proved to be ineffective. New technology needs to be explored.

This project will include:

● the improvement of the Safrea website

- ▪ Consider a new website (e.g. Wordpress) and associated design and maintenance costs
- ▪ control over the site by Safrea
- ▪ appointment of a suitable web designer and webmaster
- ▪ removing the financial management system from the backend
- ▪ improve resources available to members and non-members
- ▪ continuous updating of approved content
- ▪ ease of access to the website for committee members and administrator
- ▪ revamping of the membership application process and form
- ▪ regular back-ups of the site and database and sufficient capacity to undertake this function
- ▪ opportunity for members to submit articles on the site with a link to their own profile and websites
- ▪ optimising the member profile to "sell" their services
- ▪ monitoring of site traffic
- ▪ optimal SEO development
- better utilisation of social media (Facebook, Twitter, Instagram, LinkedIn)
- most effective fora for member-to-member networking and committee to members communication
- research of new technology for committee meetings.

7.3.2 Marketing and Branding

Communique to the outside world must portray "one design, one voice".

Branding
Although Safrea has a new logo, we need to have a "BRAND MANUAL", which needs to be accessible to all regions and committee members. The manual should include the colours, standardised flyers, business cards, banners and all types of promotional materials, including branded gifts, to ensure that we communicate "One Design, One Voice", regardless of where material is printed or used.

Marketing
This project will include Press and Media releases, Newsletters, Articles in various Publications (magazines and newspapers), interviews on radio and television. This will enhance the public image of Safrea and spread the word about its existence and the work done by Safrea. A high public profile will also enhance the image of members and enhance their probability of securing work.

7.4   THE ADVOCACY PROGRAMME

This programme was not unpacked during the strategic session on 8 November. But the analysis of the current reality during the "paper exercise" that preceded the session provided us with information to unpack the programme into projects.

The desired outcome for this programme is **"*continuous lobbying for the rights, fair working conditions and rates for freelancers in the communications and media industry".*

7.4.1 Lobbying

When lobbying for rights, the main issue is currently around the Copyright Act. SAFREA must ensure that they are au-fait with the content of the newly proposed act and that it makes provision for the rights of communication and media freelancers.

The Labour Law in South Africa does not make allowances for associations of freelancers to become a trade union, therefore Safrea must creatively find ways of ensuring that freelancers are protected by law. Fair rates and standard contracts could assist with this. Safrea's annual rates report is a favourable factor; the next step is to market these rates as fair to be used as a guideline or benchmark. The more freelancers join Safrea, the better the chance of ensuring fair rates are offered and paid.

Freelancers do not have pension plans, medical and paid vacation as benefits, therefore rates must include an allowance for this and Safrea must lobby for additional tax benefits for freelancers.

7.4.2 Strategic Partnerships / Relations

SAFREA cannot accomplish this on its own, it needs collaboration with strategically aligned partners.

Collaborating with key stakeholders is important to build meaningful and mutually beneficial partnerships and to increase Safrea's exposure to these parties. These stakeholders should especially include those who could generate new members for Safrea. Possible amalgamation / collaboration with other associations within the communication and media industry, such as SASJA (South African Science Journalists' Association) and LAMP (Association for Language and Media Practitioners), PROJOURN and SACIA.

Safrea's active involvement in events where collaboration and networking could take place is one way of building relationships. In some cases, it might be useful to create and host such events.

Obtaining a seat on a board of a significant role player could ensure that Safrea's interests are represented.

Alliances with government entities such as the Department of Communication, Department of Arts and Culture, Department of Trade and Industry and others must be investigated.

Actions included in this Project will be:

● Identify and target appropriate interactions with key stakeholders (ref paragraph 4 for a list of stakeholders)
● Identify and / or create events for networking

8.   THE CAPACITY BUILDING STRATEGY

The desired outcome for this Strategy is, "*a high performance Safrea in place by end of November 2021 or sooner, empowered with the infrastructure, the human resources,*

***the funding and finances capable of enabling it to effectively and efficiently implement all the programmes and projects in this BIF*.**"

The current reality that emerged from the research, as well as the basic requirements of the BIF, indicated that the following programmes are required to build the capacity necessary to achieve the above desired outcome:

● The Governance Programme
● The Intellectual Capital and Organisational Structuring Programme
● The Infrastructure Optimisation Programme
● The Finance and Funding Programme

8.1 THE GOVERNANCE PROGRAMME

The desired outcome for this Programme is ***"An approved legal framework embodied in a constitution and policy and procedures manual that reflect Safrea's requirements for such framework, by end November 2019 or sooner".***

This programme has two projects:
● Constitution Revision
● Comprehensive Operating Policy and Procedures Manual

8.1.1 Constitution Revision

The purpose of a constitution is to define broad guidelines / parameters within which an organisation should operate. It should contain elements of the law, in Safrea's case, the NPO Act and certain SARS laws, the relevant Press Codes, a broad outline of its major clients, its mandate, the key organisational structure and financial principles. It must prescribe processes and procedures for matters such as AGMs and elections but not the day to day running, as this change over time. The current Safrea constitution is not aligned with its strategic direction. That needs to be rectified. Once the revision has been completed, the constitution must be approved by all members and submitted to the government bodies (NPO office and SARS).

8.1.2 Comprehensive Operating Policy and Procedures Manual

Flowing from the Constitution, certain policies and procedures must be captured in a procedure manual, updated from the existing Operating Policy and Procedures Manual. Issues such as NPO and SARS compliance form part of this policy and procedures Manual. ***This is an organisation's institutional memory***. It must be kept up to date and contain all decisions pertaining to policy and procedure flowing from committee meetings and annual general meetings. A well-drafted Policy and Procedures Manual also becomes a training tool for new committee members and employed staff / contractors. This is the backbone of the organisation.

8.2 THE INTELLECTUAL CAPITAL AND ORGANISATIONAL STRUCTURING PROGRAMME

The desired outcome of this Programme is, *"Adequate intellectual capital to implement all the programmes and projects in the BIF by November 2021".*

> *"Build me the finest factories, but take away my people, and soon the factories will be in ruins and grass will grow through the floors.*
> *Take away my factories but leave me my people, and soon we will build bigger and better factories".*
>
> *J. P. Morgan, Industrialist*

Safrea is currently managed by a three-tier committee system consisting of volunteer members, additional volunteers serving within a subcommittee system and one part-time paid administrator. Little to no funding is available to NPOs to pay for capacity, which is the overall flaw within the South African landscape of NPOs. With a constant economic recession influencing members' income, they have very little time available to do volunteer work.

Although Safrea has a healthy bank account at present, with all of its funding deriving from membership fees, it cannot sustain a comprehensive paid executive team.

The following projects need to be put in place:

8.2.1 Needs and Cost Analysis

A comprehensive needs analysis of what intellectual capital is needed to implement each of the programmes and projects in the BIF, followed by cost analysis. It also needs to include data on the geographical location of project execution and available resources within SAFREA membership, either as a volunteer resource or a paid resource.

Some creative ways of awarding volunteer work can be investigated and implemented. Automation of all remedial tasks must be implemented.

8.2.2 Human Resource Management (HRM) System

An HRM system comprises a job design linked with measurable performance indicators. Such a system will also include the recruitment of the right person for the right job (whether paid or volunteer), work performance measurement, discipline grievance procedure (which should NOT be confused with the disciplinary process of its members), training and development and succession planning.

Most organisations fail to put a succession plan into place with the result that institutional memory is often lost. A well-designed Policy and Procedures Manual (refer to paragraph 8.1.2) can be invaluable in this case. Alternatives that can be researched are collaboration with similar type of organisations in creating a shared services centre.

8.2.3 Organisational Structuring

"Structure follows Strategy!"

Structuring the strategies, programmes and projects into logical groupings will indicate how the people need to be structured. The current three-tier structure needs to be adapted to fit in with the BIF. Leadership and control in any organisation are of utmost importance. However, one must be aware of over control. Proper policies and automated mechanism could also be employed to ensure proper control.

8.3   THE INFRASTRUCTURE OPTIMISATION PROGRAMME

The desired outcome of this Programme is, *"A central hub of information in place by November 2019".*

SAFREA currently operates as a virtual entity which serves its members quite efficiently. However, this causes problems when the incumbents of the various posts change hands and information, and physical assets need to be handed over.

This programme has two major projects:
● Information Management
● Asset Management

8.3.1   Information Management

By law, an organisation must keep certain records for set periods. Information is the heart of any organisation and therefore a centralised filing system is essential. Within SAFREA both an electronic system and a manual physical system (for certain original documentation) are necessary.

Safrea's database must comply with all relevant data regulations and laws, including the Protection of Personal Information Act of 2013. All aspect shall be compliant with the relevant government legislation.

In the case of a physical system, physical facilities are needed. The possibility of a shared services centre with shared facilities could be research for this purpose as well. With regards to the electronic filing system, it has been proposed that a backup be kept with a second person. This needs to be included into the Policy and Procedures Manual (paragraph 8.1.2), as well as part of the succession planning in paragraph 8.2.2.

A concerted and urgent effort should be made to track down all documents (contracts, policy and procedures, Safrea's input on the Copyright Bill, etc) related to Safrea's business, ascertain their status, agree on further work to be undertaken, and to secure these documents, including taking a decision on who will have access to them (look at Dropbox and other cloud back-up systems).

8.3.2   Asset Management

Safrea owns some assets, however, these are scattered across the country and almost never in use. Currently they are also not insured, as insurance companies only insure goods under the umbrella of an office building. Several proposals were made during the session:

- Sell the assets
- Rent it out to members
- Obtain a central storing facility to store it

Obviously, an in-depth investigation is needed before a final decision can be made.

8.4 THE FINANCE AND FUNDING PROGRAMME

The desired outcome of this Programme is, *"Adequate funding secured, by November 2020 or sooner, for the effective and efficient implementation of all programmes and projects in the BIF and all transactions in line with the approved financial policy and procedures"*.

The following projects have been identified:

8.4.1 Bookkeeping and Financial Management

Safrea recently migrated to Sage Accounting system, which complies with the International Financial Reporting Standards (IFRS). Safrea also appointed an Auditor to compile annual financial statements in line with SARS and NPO requirements. Financial management on Sage Accounting is easy, effective and fast.

Unfavourable factors and threats identified which need to be addressed as sub-projects:

- **No approved financial manual** - the document must be finalised and incorporated into the Policy and Procedures Manual
- **No approved budget** – budget must be finalised and in order to make financial management more effective
- **Standard Bank is not offering an electronic approval system** – research other offerings from other banks
- **Large sums of money not earning good interest** – finalise financial manual
- **Updating both the website backend and Sage Accounting system causes double work – refer to paragraph 7.3.1**
- **Fees from members outside the country cannot be paid to Standard Bank** – research, PayPal, PayFast, Sage Accounting direct payment system

8.4.2 Fundraising

Once the projects in the BIF have been unpacked and costed, relevant possible funders need to be researched. Proposals in line with donor mandates must be submitted. Fundraising can also be done by providing certain paid-for services. This avenue of fundraising needs further research.

9. CONCLUSION AND THE WAY FORWARD

Once the broader BIF has been approved and accepted by the various committees, an implementation plan must be drafted and projects must be assigned and linked to deadlines. Monthly progress reports from team leaders will be required to measure progress.

The challenge that faces Safrea's implementation plan is obtaining sufficient capacity to deliver its core services; a delivery strategy. Thereafter, to ensure a steady growth in members by enhancing the quality of its service delivery.

Throughout the implementation process, SAFREA must be responsive to changing circumstances yet remain focused on the desired outcomes of the programmes and projects. The projects in this BIF report are practical and achievable and should potentially ensure membership retention and growth.

"The Quality Of Our Future Will Be Determined By The Quality Of Our Thinking"
Dr Edward De Bono