Supporting sound community trusts – establishment, governance and operations

Questions and issues participants bring to the roundtable

23 May 2016

Themes

1. Trusts in context
2. Purpose of trusts
3. Constituting trust structures
4. Constituting trust work
5. Governance
6. Relationships with community
7. Supporting operations
8. Monitoring impact, learning lessons

1. Trusts in context

- What is the status of efforts for projects in common areas to collaborate on SED-ED?

- What are alternative vehicles to community trusts?

- Have any successfully worked in other sectors previously and currently?

- Multiple community trusts in one area could/will lead to confusion in the communities

… context …

- What will the 5th round local ownership requirements be?

- Are the provisions of trusts related to administration costs adequate to support their work?

2. Purpose of trusts

- How linked are the Trusts to national development plan, provincial development goals, local development goals, can they really transform lives?

- How effective are trusts in the goal of economic development?

- Trusts as channel for SED/ED commitments – use and risks

… purpose …

- What role can trusts play in ensuring companies meet the ED requirements?

- Are there more effective and equitable ways of providing benefit to communities that fit within the current regulatory requirements?

- Community trusts as vehicles for community development (potential).

3. Constituting trust structures

- Selection process
- How do you minimise the risk to the trust and the company when community trustees are appointed? Taking cognisance of divisions/factions that exist within the communities

… **constituting structures** …

- What does it mean to choose not to have trustees from the beneficiary community?

- Election of community trustees: how to?

- Showcase best practice in engaging community beneficiaries as trustees.

4. Constituting trust work

- Agreeing to a 'CDP'
- How are their activities and initiatives planned?
- Are there community profiles/needs assessments that inform their work?
- The "copy and paste" approach that is sometimes used when dealing with local community needs does not take into account the unique needs of each local community …

... trust work ...

- How do Trusts balance the immediate needs of the community with long-term, sustainability of funds / positive gains to the community?

5. Governance

- What happens when community trustees are business owners and would like to offer services in the projects?

- Who participates in decisions, how inclusive is their (trust) work?

6. Relationships with community

- How well are local CBOs and NPOs informed of their work?

- Uniqueness [of REIPPPP provisions] means that there is an absence of "off-the-shelf" solutions for trusts which creates on the one hand opportunities (to do it right/in a transparent manner/etc...) and on the other hand might cause misunderstandings/lack of appropriate communication towards communities in certain cases.

7. Supporting operations

- Making them more operational and effective
- The process of getting trustees competent – from inception to maturity
- How to keep, comply and retain PBO status and meeting SARS requirements
- Making the trustee back office effective to enable capacity to perform administrative and expert functions
- How to guide and assist non performing trusts to turnaround and perform

8. Monitoring impact, learning lessons

- How does the Trust measure impact/ progress?

- Will good practice develop to capture the experience of the first trusts?