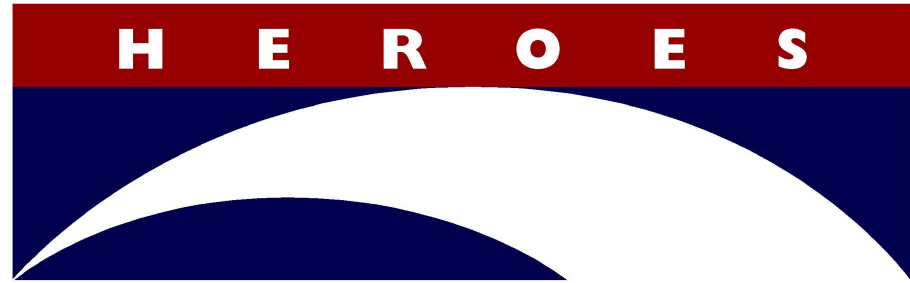




**U N S U N G**  
**H E R O E S**



EQUIPPING LEADERS SERVING COMMUNITIES

***ANNUAL***  
***REPORT***

***2007***

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## Mission

To meet the needs of people in disadvantaged communities by strengthening unrecognised leaders and building their capacity through a mentorship programme, following the example of Jesus Christ.

## Vision

A world in which the lives of the poor and marginalised have been uplifted in accordance with Christian Values.

## Our Name

We chose the name **UNSUNG HEROES** in order to place the focus where it belongs, on exceptional community leaders who have the vision to make a difference in their community. These unsung heroes successfully serve resource poor communities at great personal cost and without expecting praise or recognition.

## Our Work

We partner with these visionary leaders through an intensive two year mentoring programme to build their capacity, strengthen their leadership skills and help them to access donor money. The process results in sustainable development within needy communities in a manner which respects and involves community members as active participants and architects of their own destiny.

Our Christian faith is the motivation for the work we do and assistance is extended to all regardless of religious affiliation, race, gender or nationality.

## Our Community Development Model

We continually hear reports of money which has not reached its intended recipients, of ineffective projects which achieve little or nothing and a host of much needed interventions that have not proven to be sustainable over the medium to long term.

**UNSUNG HEROES** has taken a long hard look at the Development landscape and pioneered a new methodology to build true capacity and sustainability within committed Community Based Organisations (CBOs), intent on the upliftment of their communities. The methodology is called M<sup>3</sup> and refers to "Mentoring, Management and Money".



**Mentoring** **UNSUNG HEROES** employs skilled mentors who provide psychosocial assistance, life skills development and spiritual support to ensure that our 'unsung heroes' remain resilient in the challenging work that they are engaged in.



**Management** CBOs are exposed to a two year training programme called 'The Toolbox' which covers the areas of governance, strategic planning as well as finance & administration.



**Money** **UNSUNG HEROES** assists organisations in mobilizing resources, managing their funds, ensuring that effective controls are in place and that adequate reporting takes place.



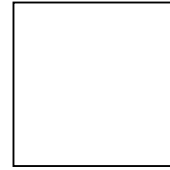
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# Report from the Chairperson and Chief Executive



The year 2007 sees Unsung Heroes complete seven years of operation. It has been a challenging year which has asked a lot of the organisation and its staff.

## Capacity Building

For us at Unsung Heroes, it has been a year in which we have seen a number of our longstanding projects graduate and move to independence, retaining a relationship with us, but no longer being actively mentored by us. For all of these projects, they now rely more on themselves than on us to source funding and some do not need funding from us at all. This is cause for celebration as it is the acid test in terms of the capacity building of grass roots organisations.

## Golf Day yields R125 000

The annual DEX/Unsung Heroes Golf Day on the 31st of October was a great success. Through the support of corporate and individual partners, R125 000 was raised for Unsung Heroes. We would like to thank Dex and everyone who bought a four ball or sponsored a hole for assisting Unsung Heroes in meeting the needs of the poor and marginalised.

Many well-known personalities took part in the event such as Supersport's Arnold Geerdts, SA Open Golf Champion, Gavan Levenson and SA Junior Champion Ruan Botha and a good time was had by all. We look forward to seeing you all at next year's Golf Day!

## Regrouping

Since Unsung Heroes is a funding dependent organisation, these positive stories were contrasted with the challenge of survival during 2007, as is the case for many organisations in the NGO Sector. It was a tough year in which the organisation needed to downsize significantly and yet continue to deliver the same quantity of services to Community Based Organisations (CBOs); our clients.

This has brought our team closer together and created a solidarity around our commitment to engage in true and lasting development for the sake of those who are in such great need.

We thank God for sustaining us during this year. The organisation is now in a rebuilding phase and has begun to recruit new field staff; our Community Development Facilitators, who are responsible for the mentoring of CBOs. We look forward to better days ahead as our funding levels pick up again.

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## CBO 100 GP

Our desire to build capacity in 100 CBOs within a 200km radius of Jozi is alive and well. By building strong and sustainable CBOs, we create infrastructure within poor communities to care for those in great need; orphaned and vulnerable children, the sick, the elderly, the poor and the unemployed. We invite you to continue to partner with us financially in order to make this dream reality.

*"Then the righteous will answer him, 'Lord, when did we see you hungry and feed you, or thirsty and give you something to drink? When did we see you a stranger and invite you in, or needing clothes and clothe you? When did we see you sick or in prison and go to visit you?'  
"The King will reply, 'Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.'*

Matthew 25: 37 – 40 (TNIV)

Yours in development,



**DAVE EDWARDS**  
Chairperson



**LANCE CARR**  
Chief Executive

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# Looking back: highlights of 2007

- Unsung Heroes built the organisational capacity of eight CBOs in Gauteng in 2007. These projects are now better equipped to run their organisations, attract funding and manage donor relations. The knowledge and skills that the Unsung Heroes' mentors transferred to projects enable them to offer a better and sustainable service to vulnerable children and needy people in their communities.
- One of our flagship projects, the Khanyisile Community Child Care Centre (KCCC) has graduated from the Unsung Heroes mentoring and capacity building programme in 2007. Khanyisile started as a Home Based Care programme that operated from shipping containers at a local clinic. Today, Khanyisile has its own facility from where it offers a number of services (Early Childhood Development, an after school care programme, a Home Based Care programme and a nutritional food garden that provides food to the children and patients) to the Katlehong community. Unsung Heroes is proud of its role in ensuring that Khanyisile becomes a community owned project able to attract and retain donor funding, manage day-to-day operations and care for children and patients with love and respect.
- UNSUNG HEROES and the Starfish Greathearts Foundation joined forces in 2007. The work of Starfish and UNSUNG HEROES is complementary. Starfish focuses on the training and resourcing of CBOs to care for the orphans in their community and UNSUNG HEROES in turn ensures that CBOs have a strong organisational foundation to enable them to sustain their services to these children over the long term.
- Unsung Heroes raised and disbursed a total of R2.3m to Community Based Organisations in 2007. Although Unsung Heroes is not primarily a conduit of funding, we realise that our capacity building programme will have little impact if projects do not have the means to sustain themselves financially.
- There is an increasing realisation in the development – and donor community that money alone will not solve the problems that impoverished communities are faced with. More and more stakeholders acknowledge that grants should include an investment in the capacity building of a community organisation in order to create strong and lasting organisations that are able to spend donor money responsibly.

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# Partners 2007

We commend all the individuals, foundations, companies and churches that believe in our work and desire to see Community Based Organisations (CBOs) become agents of positive change and service in their communities.

Examples of what your support has achieved in 2007:

- CBOs have improved their financial management systems and as a result funds reach its beneficiaries and the organisation is more accountable to its donor partners. Donors are more likely to continue supporting the organisation if they know how their money has been spent.
- Because CBOs have well structured Boards, there is better governance, stability and they have more credibility with donors and the community in which they operate. CBOs with strong Boards are less vulnerable to the misuse of funding, unhealthy centralisation of power and high staff turnover.
- The policies and procedures that CBOs have created for example recruitment policies or disciplinary procedures enabled them to deal better with issues such as nepotism or conflict among volunteers. These problems are typical in CBOs and threaten the survival of organisations.
- The leaders of CBOs have been empowered with skills and knowledge that equip them to give strategic direction to their organisation.
- CBOs monitor their services to the community and are therefore able to communicate progress and impact to supporters.

## Corporate Partners

Admiral Underwriting Group  
Christian House Sitters  
Constantia Insurance Company Ltd.  
Deneys Reitz Inc.  
DEX  
Foxy Stationers (Pty) Ltd  
Intelligent Africa  
KPMG Inc.  
Kraft Cares, the global community outreach program of Kraft Foods and the Kraft Foundation  
Manfred Hagler Real Estate  
SC Johnson & Son of SA (Pty) Ltd  
SummerPlace Group of Companies

## Pro-Bono Partners

Budget Technologies  
Deneys Reitz  
Ogilvy  
Striata

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## Church Partners

Community Bible Church  
Community Christian Fellowship  
Emmanuel Baptist Church  
Fellowship Bible Church  
Mennonite Central Committee (MCC)  
Kilsyth Congregational Church  
Reston Bible Church  
Vienna Presbyterian Church  
National Presbyterian Church  
Wooddale Church

## Foundations

Charisma Foundation  
Erikshjälpen  
Starfish Great Hearts Foundation

## Individual Partners

Sydney Bernic  
Rosemary Chamberlain  
E da Cruz  
Archie De Jongh  
Manfred Hagler  
EM Jones  
Don Lagerwey  
E Manderson  
Nicole Serfontein  
Lindsay Shaw  
Garrett Smith  
Dex Staff (Give As You Earn Programme)  
KPMG Staff (Give As You Earn Programme)  
Unsung Heroes Staff (Give As You Earn Programme)

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# Unsung Heroes Financial Statements

Full Annual Financial Statements available on request

## **BALANCE SHEET OF UNSUNG HEROES AS AT 31 DECEMBER 2007**

### ASSETS

#### NON-CURRENT ASSETS

Plant & Equipment  
Loans Receivable / Payable

304,803

304,803  
0

#### CURRENT ASSETS

Cash and cash equivalents

535,678

535,678

### **TOTAL ASSETS**

**840,481**

### EQUITY AND LIABILITIES

#### CAPITAL AND RESERVES

Accumulated deficit

-80,833

-80,833

#### NON-CURRENT LIABILITIES

Subordinate funding  
Finance lease obligation

889,174  
882,416  
6,758

#### CURRENT LIABILITIES

Finance lease obligation

32,140

32,140

### **TOTAL EQUITY AND LIABILITIES**

**840,481**

Compiled by Schutz and Company

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**INCOME STATEMENT OF UNSUNG HEROES  
FOR THE YEAR ENDED 31 DECEMBER 2007**

REVENUE	
Donations received	3,880,340
DISBURSEMENTS	-
Distributions	2,381,446
GROSS SURPLUS	1,498,894
OTHER INCOME	
Sundry Income	16,191
Interest Received	<b>24,975</b>
<b>TOTAL INCOME</b>	<b><u>1,540,060</u></b>
EXPENSES	-
Operating Deficit	2,324,174
Finance costs	-784,114
	-32,416
<b>DEFICIT FOR THE YEAR</b>	<b><u>-816,530</u></b>

Compiled by Schutz and Company

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# Case Study

## Leutlwetse Early Childhood Development Centre and Haven

Leutlwetse is a Setswana word which means "We have heard". The Hebron District Council of Churches (HDCC) heard the cries of the children in Hebron, a semi-rural community situated 20km from Tshwane. They responded by establishing the Leutlwetse Early Childhood Development Centre and Haven in August 2003.

SC Johnson, a company with factories 7 km from Hebron, requested Unsung Heroes to assist them with the identification of a community project worthy of their assistance. Unsung Heroes searched for a project in Hebron and in September 2003, the HDCC introduced Unsung Heroes to Leutlwetse. After evaluating the project, Unsung Heroes identified the following characteristics that indicated that Leutlwetse fulfilled the criteria for the Unsung Heroes mentoring and capacity building programme:

- The project responded to a real need in the Hebron community. The North West Province has an HIV prevalence rate of 31.8 % and the community was starting to feel the devastating impact of this terrible disease.
- The project was initiated by the local community. CBOs like Leutlwetse typically possess expert understanding of the needs of local people and are best placed to create a sense of community ownership.
- The project was supported by the local community. The HDCC was already paying volunteer teachers a small stipend.
- The project was endorsed by local Ward Councillors, The Chief (Traditional Leadership) and community leaders.
- The project did not have any funders or mentoring partners.
- The Leutlwetse team had a big vision, but their programmes were not well developed.
- Project volunteers were committed and passionate about the project, but lacked the skills and experience to run the project successfully.
- Unsung Heroes felt that the mentoring programme could add value to the project.

The aims and objectives of the Unsung Heroes intervention were explained to the Leutlwetse team, they expressed a need for the programme and subsequently applied to be mentored by Unsung Heroes.

The Unsung Heroes Community Development Facilitator (CDF) then conducted a baseline study to determine areas that should be addressed through the capacity building programme. The following areas were highlighted in consultation with the Leutlwetse team:

- People management
- Governance
- Financial management
- Fundraising
- Donor relations

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Unsung Heroes has discovered that training and workshopping alone does not result in real behaviour change. Often trainees do not know how to practically implement what they have learnt. That is why Unsung Heroes 'walk the road' with an organisation in a supportive mentoring relationship until mastery is reached.

For the past three years Unsung Heroes has been visiting Leutlwetse on a weekly basis. Through this process a relationship of trust has been built. The Unsung Heroes CDF has invested hours of training, practical work sessions, meetings, dialogue and debate in order to transfer knowledge, skills, values and expertise to ensure that a strong foundation is built.

Some of the major successes that were achieved over the last three years are:

- Leutlwetse registered with the Department of Social Development as a Non-Profit Organisation. This status makes them eligible to receive funding from Government.
- When Unsung Heroes started its programme with Leutlwetse, their only source of funding was R175.00 per teacher per month from the HDCC. Today Leutlwetse has attracted major corporate donors and have conducted their own fundraising activities such as a fun walk. The HDCC and other community members continue to support Leutlwetse.
- Unsung Heroes has introduced an Early Childhood Development (ECD) training service provider to Leutlwetse and all the teachers have now undergone formal ECD training. As a result the quality of education at the centre has improved and children are better prepared for primary school.
- When Leutlwetse started it only offered an ECD programme with a strong emphasis on day care programmes. Leutlwetse expanded its services to the community and currently also runs a Orphaned and Vulnerable Children (OVC) programme with more than 100 school going OVC attending the after school care programme. Food parcels are also distributed to these OVC.
- The project has greatly improved its financial management systems. This improvement is one of the reasons why Leutlwetse has been successful in attracting and retaining funding partners.
- Although good facilities are not necessarily a measurement of the success of a project, Leutlwetse's facilities have been upgraded with the help of corporate partners and provide a safe, secure and pleasant environment for the children.
- Leutlwetse has a strong Board consisting of committed community members. The Board has been instrumental in the success of the project and continues to provide stability and credibility to the project.

Because of the investment in the development of the organisation, Unsung Heroes is confident that Leutlwetse will continue its good work in the Hebron community. Our ultimate aim is for community leaders to reach their full potential and to serve their community successfully. We are grateful to be part of this exciting process.

We invite you to support us to build the capacity of other organisations like Leutlwetse.

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# Unsung Heroes Board and Staff

## **The Unsung Heroes Board**

Dave Edwards, Chairman

Lance Carr, CEO

Norman Hanna

Johannes Khumalo

Moss Ntlha

Madoda Nzima

Dr Jacob Seobi

## **Founder and Ambassador**

Ted Carr

## **The Unsung Heroes Staff**

Lance Carr

Madoda Nzima

Ané Spies

Agnes Kapatamoyo

Make-Peace Motaung

Julie Lama

Chief Executive Officer

Community Development Director

Chief Operating Officer

Finance Administrator

Community Development Facilitator

Executive Director (USA)

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# Important information about Unsung Heroes

## **Office contact details**

105 6<sup>th</sup> Avenue • Cnr De Wet Street • Edenvale • 1609

PO Box 873 • Edenvale • 1610

Tel: +27 11 452 4613 • Fax: +27 11 452 9646

E-mail: [Serving@UnsungHeroes.org.za](mailto:Serving@UnsungHeroes.org.za)

Website: [www.Unsung-Heroes.org](http://www.Unsung-Heroes.org)

## **Bank details**

Account: Unsung Heroes

Type: Current

Bank: Standard Bank

Branch: Bedford Gardens

Account Number: 022 545 913

Branch Code: 01-83-05

## **Registrations**

Unsung Heroes is a Section 21 Company

Registration No. 2000/010538/08

We are an approved Public Benefit Organisation with Section 18A and 30 status

Registration No. PBO 128/11/13/1022

We are registered as a Non Profit Organisation:

Registration No. NGO 015-023

## **Professional Services**

Company Secretary • Statucor (Pty) Ltd

Registered Auditors • Schutz and Company

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**U N S U N G**

**HEROES**

EQUIPPING LEADERS • SERVING COMMUNITIES