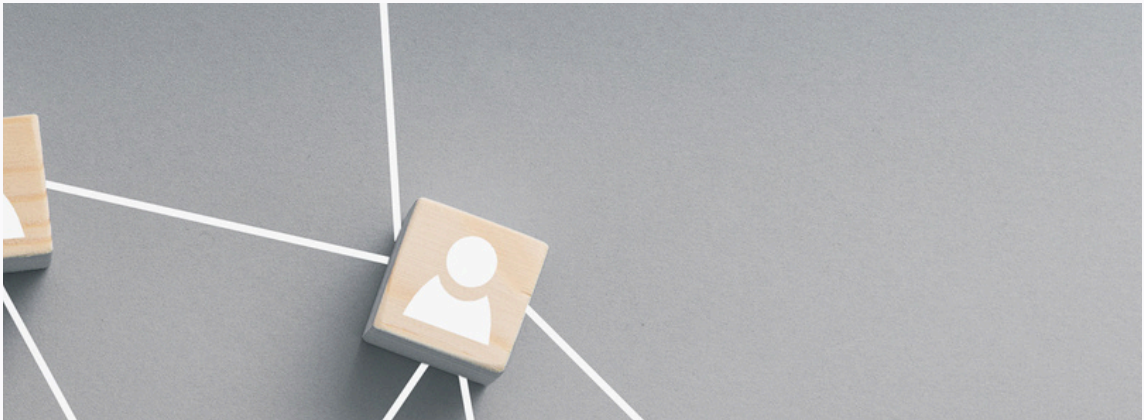




ANNUAL REPORT 2025



TOGETHER WE GROW

This Annual Report reflects a year of growth, resilience, and impact — made possible through collaboration, commitment, and a shared vision for stronger communities.



GOVERNANCE FOREWORD

The Initiative for Community Advancement (ICA) continues to affirm its place as a trusted community foundation serving the Bergrivier Municipal area — a role grounded in the belief that local people, institutions, and resources hold the key to sustainable development.

As a place-based community foundation, ICA operates at the intersection of community needs and opportunities. The Board's oversight ensures that the organization remains steadfast in its mission to mobilize local resources, strengthen civil society, and facilitate inclusive development processes that reflect the aspirations of the communities we serve.

During the reporting year, ICA demonstrated that local development is most effective when it is locally owned. Through the Community Affiliated Fund (CAF) model, communities are shaping their own development priorities, mobilizing local giving, and ensuring that resources are allocated transparently and responsively. The CAFs have become tangible expressions of collective responsibility — citizens investing directly in the well-being of their own communities.

The Board has also taken pride in ICA's growing convening role. By bringing together civil society organizations, businesses, government, and residents, ICA is building the relationships and trust necessary for long-term social cohesion. This collaborative spirit reflects the essence of a community foundation creating platforms for dialogue, partnership, and shared problem-solving. Institutionally, ICA continues to demonstrate strong governance and prudent financial management. The Board remains committed to ensuring accountability, compliance, and ethical stewardship of all resources entrusted to the organization. ICA's systems and leadership have proven resilient and responsive in a complex and changing operating environment.

As we look ahead, the Board's focus remains on deepening ICA's impact and sustainability. This includes expanding community philanthropy, strengthening endowment mechanisms, and fostering inclusive local development that reflects the diversity and dynamism of the Bergrivier community.

We extend our gratitude to ICA's staff, partners, and community members whose commitment continues to bring the vision of a thriving, equitable Bergrivier closer to reality.

Eugene Ohlson
Chairperson





MANAGEMENT REPORT

The 2024/2025 financial year represented an important phase in the ongoing journey of the Initiative for Community Advancement (ICA) to strengthen its identity and role as a place-based community foundation in the Bergrivier Municipal area.

At its core, ICA exists to enable communities to lead their own development – by convening diverse voices, building organizational capacity, mobilizing resources, and channeling those resources towards locally defined priorities. This approach recognizes that sustainable change happens when development is not done for communities, but with them.



Our Role as a Place-Based Community Foundation

As a community foundation, ICA operates within a defined geographic area, with a focus on long-term social investment and community ownership. The organization's 4C Framework – Convene, Capacitate, Channel, and Contribute – continues to guide its work:

- **Convene:** creating inclusive spaces for dialogue between civil society, government, and the private sector.
- **Capacitate:** strengthening the effectiveness and sustainability of local nonprofit organisations and social enterprises.
- **Channel:** managing community-led funds that direct resources toward local priorities through transparent, participatory grant-making.
- **Contribute:** supporting initiatives that foster economic inclusion, social cohesion, and community well-being.

Building Local Philanthropy and Ownership

A defining achievement of ICA's work has been the continued growth of the Community Affiliated Fund (CAF) model. These funds empower communities to mobilize resources, make collective decisions, and invest in solutions that matter most to them – from education and youth empowerment to enterprise development and social services.

Through CAFs, ICA is nurturing a culture of local giving and shared responsibility, demonstrating that community members themselves can be drivers of change. The growing participation of residents, local businesses, and civic leaders in CAF activities reflects a powerful shift from dependency to self-determination.



Strengthening Local Institutions and Enterprises

ICA's capacity development initiatives continued to equip nonprofit organizations and small enterprises with the tools and confidence to operate more strategically and sustainably. Training, mentorship, and technical support have enabled local actors to enhance governance, improve resource mobilization, and build partnerships for collective impact.

The small business support programme, implemented through community funds and local partnerships, has also contributed to building a more inclusive local economy. Entrepreneurs across the Bergrivier area have benefited not only from access to capital but from the skills, networks, and confidence to grow their businesses in challenging conditions.

Collaboration and Partnerships

ICA's progress continues to be underpinned by strong and mutually beneficial partnerships. The support of Bread for the World, the Ford Foundation, and several corporate and local partners remains instrumental in advancing ICA's mission. Equally important are the relationships with the Bergrivier Municipality and local civil society, which provide the platform for collective action and accountability. These partnerships affirm ICA's unique value as a neutral convener and trusted intermediary – connecting local aspirations with broader networks of support and learning.

Sustainability and the Road Ahead

Looking forward, ICA is focused on consolidating the foundations it has built over recent years. The priorities ahead include:

- Expanding community philanthropy through new and existing CAFs;
- Building endowment capacity to secure long-term sustainability;
- Strengthening data and storytelling to demonstrate impact; and
- Deepening collaboration across sectors to address systemic challenges facing Bergrivier communities.

In doing so, ICA continues to show that community foundations are not just financial mechanisms – they are platforms for community voice, leadership, and shared prosperity.

As we close another year, we express gratitude to all partners, donors, staff, and community members who share in this vision. ICA's journey is one of collective impact, built on the simple but powerful belief that communities thrive when they have the opportunity – and the means – to shape their own futures.

Jeremy Maarman
Executive Director



SECTION 1:

ABOUT US

We are a Community Foundation, which is a grantmaking public institution dedicated to enhancing the lives of individuals within the Bergrivier Municipal Area. We also facilitate citizen engagement in rural communities, encouraging the strategic use of assets so that locals can spearhead and oversee their own development.

VISION

Communities, through their collective agency and generosity, are thriving and resilient.

MISSION

ICA mobilises and channels resources, facilitates community participation, and strengthens organisational capacity.





PART OF GLOBAL ECOSYSTEM

Building Stronger Communities Together

At the Initiative for Community Advancement (ICA), we believe that the most powerful change starts within communities.

As a Community Foundation based in Bergrivier, we are part of a global movement of over 1,800 community foundations — each committed to unlocking local potential and creating sustainable impact.

What Community Foundations Do

Community foundations exist to connect people, ideas, and resources. They don't just fund projects — they build ecosystems that enable long-term development, resilience, and collaboration.



Across the world, community foundations

- Strengthen local organisations and leaders
- Facilitate dialogue and partnerships
- Channel resources to where they are most needed
- Inspire trust and collective action

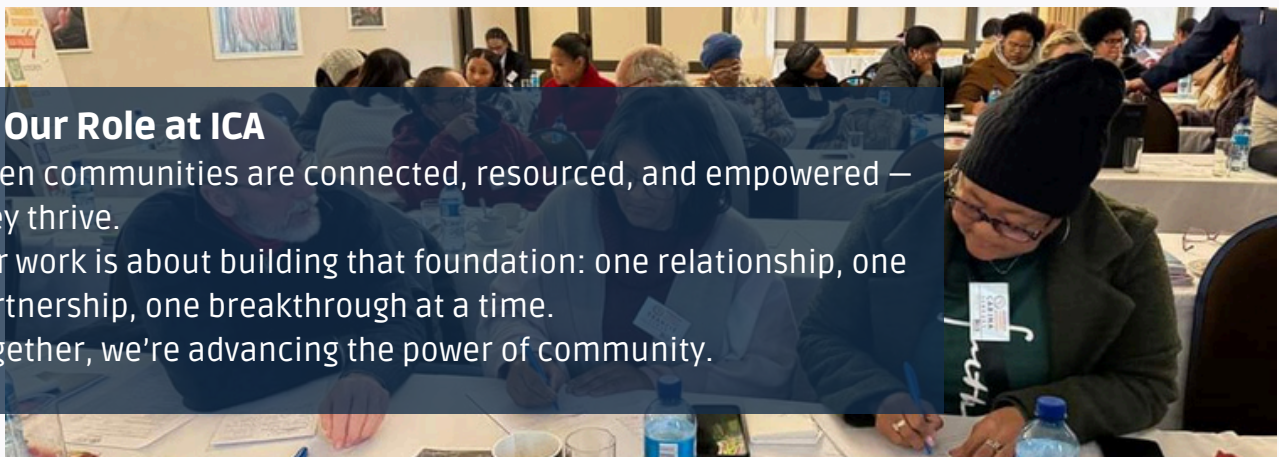


🤝 Our Role at ICA

When communities are connected, resourced, and empowered — they thrive.

Our work is about building that foundation: one relationship, one partnership, one breakthrough at a time.

Together, we're advancing the power of community.





SECTION 2 : PROGRAM IMPLEMENTATION

COMMUNITY AFFILIATED FUND PROGRAMME

Through our five Community Affiliated Funds (CAFs), we don't just distribute resources—we strengthen networks, build local capacity, and empower communities to lead their own transformation.

This year marked a pivotal milestone: the launch of the Eendekuil Gemeenskap Fonds, ICA's first town-based fund, demonstrating how localized philanthropic infrastructure creates lasting change from within.

Total Funds Raised	Funds Distributed	Number of Grants Awarded	Number of Community Affiliated Funds
R362,942	R260,059	20	5





Our Community Affiliated Funds





Community-Led Fundraising

Communities themselves became fundraisers, organising creative local events to support their CAFs: a Golf Day for the Dr Somers Fund, a Jazz Evening for the Bergrivier Youth Fund, a Women's High Tea for the Hoop Fund, and a Community Raffle & Model Show for the Eendekuil Fund. These events not only raised R76,943 but also strengthened community bonds and pride. Building Capacity and Learning Together

Dr Somers Education Fund: R26,639

Bergrivier YouthFund: R25,740

HoopFonds: R16,750

Eendekuil Gemeenskap Fonds: R7,814

Donor Advised Funds: R286,008



GRANTMAKING: THE STORY OF 2024–2025

In 2024–2025, ICA's grantmaking model came alive through the voices and actions of communities determined to shape their own futures. At the heart of ICA's approach was a simple but powerful belief: when communities lead, development becomes sustainable, inclusive, and truly impactful.

Putting Communities in the Driver's Seat

ICA's Community Affiliated Funds (CAFs) were the engines of change, empowering local people to set priorities and drive development. Five active CAFs—Bergrivier Youth Fund, Community Rebuilding Fund, Dr Somers Education Fund, HoopFonds, and Eendekuil Community Fund—focused on education, youth empowerment, Gender-Based Violence (GBV), and enterprise development. These funds were not just financial vehicles; they were platforms for communities to lead the change they wished to see.

Transparent, Accountable, and Fair

Openness and fairness were woven into every step. ICA launched three open calls for proposals, resulting in 20 grants worth R260,059. Each fund had its own story of impact: the Dr Somers Education Fund supported six students; the HoopFonds helped four nonprofits strengthen their gender-based violence prevention programmes; and the Community Rebuilding Fund enabled ten small enterprises to expand their operations. Through these transparent processes, ICA built trust and credibility within the communities it served.

Long-Term Partnerships for Lasting Impact

ICA's work was made possible by strong, flexible partnerships with organisations such as Umoya Energy, Solaire Contracting, Aurora Solar Community Trust, Suiderland Farms Group and PPC. Together, they contributed R362,942 for education, early childhood development, afterschool programmes and enterprise development. These sustained partnerships enabled shared, long-term impact, ensuring that progress was not just a moment, but a movement.

Innovation Through Risk-Taking

ICA was not afraid to take risks and pilot new models. The Community Rebuilding Fund, for example, ran a six-month programme that included training, coaching and psychosocial support, culminating in business pitching sessions for growth investment. By trusting communities to experiment and lead, ICA fostered innovation and discovered scalable solutions.



CITIZEN ENGAGEMENT PROGRAMME

Empowering Communities through Public Participation, Active Citizenship and Collaborative Governance

During the period 1 March 2024 & 28 February 2025, The Initiative for Community Advancement (ICA) continued to champion inclusive development through its Citizenship Engagement Program – a dynamic platform designed to foster collaboration, amplify community voices, and nurture civic leadership across the Bergrivier Municipal area.

42

Participants reached

Bergrivier Pulse

127

Participants reached

3 Summits

11

Participants reached from across Africa

SCF Network

Program Objectives

- Cross-Sector Collaboration: ICA acts as a convener, bringing together key players to identify common goals and co-create solutions.
- Neutral Facilitation: As a broker in sensitive discussions, ICA ensures that all voices are heard and respected.
- Community Awareness: ICA raises visibility around pressing local challenges, helping communities mobilize around shared concerns.
- Leadership Development: Through forums and mentorship, ICA nurtures the next generation of civic and nonprofit leaders.

Engagement Highlights

Between 1 March 2024 and 28 February 2025, 180 individuals participated in ICA's Citizen Engagement Program. Participation was entirely voluntary, yet the strong turnout and consistent feedback affirm ICA's relevance and credibility among Bergrivier stakeholders. Many participants expressed confidence in ICA's ability to help address local needs – a testament to the trust communities place in ICA's leadership.



Collaboration and Co-Design

ICA recognizes that the advancement of participatory governance is best achieved through collaboration. The program actively seeks partnerships with academic institutes, civic organizations, and government departments to co-design and implement engagement and capacity-building activities. Joint efforts ensure that initiatives are relevant, effective, and responsive to the evolving needs of communities.

By fostering an environment of shared learning and resource pooling, ICA and its partners can amplify the reach and sustainability of citizen engagement efforts. Collaboration also opens pathways for innovation, allowing for the adoption of best practices and the continuous refinement of program strategies.

Empowering Communities and Enhancing Participatory Governance

The ICA citizen engagement program is committed to empowering communities to become active agents of change. By providing education, tools, and collaborative opportunities, ICA enables residents to participate more fully in governance, advocate for equitable policies, and build networks of support. Enhanced participatory governance leads to more inclusive, transparent, and effective community development.

ICA's ongoing efforts align fully with its mission to mobilize resources, facilitate participation, and build organizational capacity. Through deepening civic engagement and integrating capacity-building elements, ICA is paving the way for stronger, more empowered communities. Looking forward, ICA remains committed to expanding its collaborative networks and evolving its programs to meet the challenges and opportunities of a dynamic civic landscape.





INSTITUTIONAL CAPACITY BUILDING PROGRAMME

Building Stronger Organisations and Inclusive Local Economies

As part of ICA's role as an NPO Capacity Builder, the Programme focuses on empowering Non-Profit Organisations (NPOs) with the tools, knowledge and networks needed to drive sustainable community change.

Through this program, ICA strengthens governance, project management and fundraising capacity among grassroots organisations across Bergrivier.

Workshops Conducted

4 NPO Capacity Building workshops were conducted during the year:

1. NPO Good Governance Practices - 28 May 2024
2. Social Media Marketing for NPOs - 23 July 2024
3. Assessment Feedback Workshop - 28 October 2024
4. NPO Fundraising Workshop - 27 February 2025

These workshops had a total of 78 participants across all four sessions, with feedback forms collected showing consistently high satisfaction ratings.

Key Insights

- 93% felt comfortable engaging and asking questions.
- 95% were inspired to take action in their organisations.
- 78% connected and networked with other NPOs.
- Participants rated sessions highly for content relevance, facilitation, and practical application.

95%

were inspired to take action in their organisations.

78%

connected and networked with other NPOs.

93%

felt comfortable engaging and asking questions.



ENTERPRISE DEVELOPMENT PROGRAM

The Enterprise Development Program embodies ICA's commitment to SMME development as a key driver of community prosperity. By equipping entrepreneurs with skills, mentorship, and access to seed funding, ICA contributes to growing local businesses and strengthening the local economy.

5

conveneings successfully conducted

17

Businesses graduated

+ 60

(Excellent)

NPS Score

Feedback Highlights

- 91% said the workshop length was “just right”
- 89% networked with peers
- 80% were inspired to take new business actions

“The training gave me the confidence and tools to better manage my finances and grow my business.” – Entrepreneur Participant

Program Outcomes

- Delivered workshops on bookkeeping, digital marketing, business planning, and pitching.
- Provided mentorship and seed funding grants to support business expansion.
- 17 entrepreneurs graduated, celebrating tangible progress in their business journeys.



ADVANCING COMMUNITY FOUNDATION DEVELOPMENT

The Initiative for Community Advancement (ICA) is driving collaboration among Community Foundations across Africa – an initiative strengthening local philanthropy and sustainable development.

In July 2024, ICA hosted a capacity-building workshop in Richards Bay with Community Foundation (CF) leaders from South Africa and Zimbabwe. The focus was on resource mobilisation and endowment development, featuring the uThungulu Community Foundation's R20 million endowment as a standout success.

Community Foundation visibility grew when CF leaders participated in the Africa Philanthropy Network (APN) Assembly in Victoria Falls, Zimbabwe, as well as when ICA presented the work of Community Foundations at the Independent Philanthropy Association South Africa (IPASA), marking recognition of CFs within continental philanthropy spaces.

In September 2024, ICA hosted new CF initiative groups from Mombasa, Kenya, where we shared our approach to resource mobilisation and citizenship engagement with these new groups.

Through its role as convener, connector, and catalyst, ICA continues to champion the growth of resilient, locally driven philanthropy across Southern Africa.





SECTION 3: FINANCIAL REPORT

STATEMENT OF FINANCIAL POSITION AS AT 28 FEBRUARY 2025

	Notes	2025	2024
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	2	111,145	48,393
CURRENT ASSETS			
Trade and other receivables	3	25,000	49,519
Cash and cash equivalents	4	3,240,210	1,112,277
		3,265,210	1,161,796
TOTAL ASSETS		3,376,355	1,210,189
EQUITY AND LIABILITIES			
EQUITY			
Accumulated surplus		3,349,003	1,055,444
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	5	7,368	137,301
Provisions	6	19,984	17,444
		27,352	154,745
TOTAL EQUITY AND LIABILITIES		3,376,355	1,210,189

STATEMENT OF COMPREHENSIVE INCOME

	Note	2025	2024
Revenue	7	4,655,258	2,867,171
OTHER INCOME			
Sundry income		9,000	2,000
OPERATING EXPENSES			
Accounting fees		51,745	49,500
Auditor's remuneration		18,529	17,444
Bank charges		7,498	5,468
Cleaning		2,553	-
Computer expenses		-	16,798
Depreciation		27,747	17,825
Employee costs		822,735	777,884
Insurance		19,516	-
Learnership stipend		21,360	21,420
Marketing and communications		43,212	20,581
Monitoring and evaluation		14,555	30,549
Office furniture		-	40,753
Office material		20,454	66,772
Penalties		-	740
Personnel development		2,127	9,946
Professional fees		215,056	35,619
Programming costs		635,752	903,537
Regranting		250,608	156,320
Rent, electricity and water		93,857	66,600
Repairs and maintenance		-	2,406
Teacher fees		147,500	161,820
Telephone, internet and posting		43,954	30,906
		2,438,758	2,432,888
OPERATING SURPLUS		2,225,500	436,283
Investment income	8	68,059	13,289
SURPLUS FOR THE YEAR		2,293,559	449,572



SECTION 4: OUR TEAM

OUR BOARD



Eugene Ohlson
Chairman



Dr Jeremy Somers
Secretary



Gertrude vd Westhuizen
Treasurer

OUR STAFF



Jeremy Maarman
Executive Director



Neheusha Daniëls
Administration Officer



Margaret Maans
Operations Officer



Lauren Philander
Community Impact Coordinator



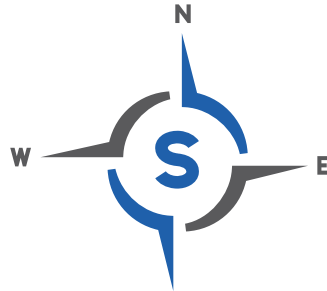
Lorenzo Fortuin
Program Coordinator



OUR FUNDING PARTNERS



AURORA-RIETVLEI
SOLAR



SUIDERLAND PLASE



Brot
für die Welt

**Ford
Foundation**



UMOYA
ENERGY
Empowered by Nature



PPC
CEMENT



SOUTHERN
AFRICA
TRUST



THANK YOU

We are ready to assist you!

We'd love to hear from you! Whether you're a community member, partner, donor, or simply curious about our work — your voice matters.

At the Initiative for Community Advancement (ICA), we believe that real change begins with connection. Reach out to us to learn more about our programs, share ideas, explore collaboration opportunities, or find out how you can get involved in strengthening communities across our region.

Let's connect. Let's build. Let's grow — together.

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