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DIRECTOR'S EXECUTIVE SUMMARY



WHEN WE STARTED THE SUNSETTING PROJECT EARLIER THIS YEAR, the long list of sunsetting tasks was pretty overwhelming and last week's three-day Indaba with our social franchises brought a year of Chapter Strengthening to a close.

We are incredibly inspired by our Chapter partners who are modelling what I call 'active citizenship'. At-scale interventions are vital but just as importantly, our schools need the support of a positive community that surrounds it. We need children to feel connected, supported and encouraged. I believe our Shine Chapters are accomplishing this very important task - of actively engaging, supporting, encouraging, and connecting directly with children and schools.

December 2023 heralds the end of our Shine Literacy-run programmes, but it's not the end of Shine Literacy Hour. In January we start with one last project with Wordworks as we open-source our programme and resources which will live online with them. What an honour! We will let you know when we are ready to launch and look forward to sharing the new home of Shine Literacy's resources as we combine forces with Wordworks to digitally provide a space for literacy learning tools from ages 0 to 10 years.

We also look forward to hosting the launch of a Learning Brief on this process in March, which I hope many of you will attend. We will share the experiences and learning that Sunsetting Shine has gifted us.

The following report outlines the Chapter Strengthening work we have completed this year as a key pillar in our sunsetting strategy. My hope is that you will consider supporting one (or more) of our Chapter Partners as you have so generously and kindly done for Shine Literacy over the years.

With gratitude,

Maurita Weissenberg

CO-FOUNDER & EXECUTIVE DIRECTOR SHINE LITERACY

SUNSETTING STRATEGY REVISITED

IN MARCH THIS YEAR SHINE'S TRUSTEES SPENT A LOT OF TIME THINKING ABOUT THE BEST WAY TO MOVE FORWARD AND TO BEST ENACT OUR MISSION OF "CREATING A NATION OF READERS".

We had bold and candid conversations about whether sustaining our operations as an NPO was required to do this and ultimately, at a special meeting of our board on 19 April, we decided to launch a "sunsetting" strategy to officially close Shine Literacy at the end of March 2024. This has included handing over our activities to our chapter partners; open-sourcing and sharing our learning resources with literacy programs, funders, and other partners for wider use; and training people and organisations in the literacy sector on the key skills and approaches we've developed over the years.

We set ourselves up well for this transition when we launched the social franchise model in 2009. It was quite pioneering at the time - to package our model in a "paint by numbers" approach, gift it to partners who were committed to rolling out our programmes, and ensure they had the support they needed to make a real impact on children's lives.

It is these partnerships with our Shine Chapters that has made it possible to "pass the baton" - so that even if the Shine Literacy Trust is no longer an NPO, its contribution to South Africa - helping children go from struggling to confident readers, and training the person on the street to do it - will live on in the Chapters we have supported.

We see this move as a joyful celebration of what Shine has contributed over the years and a thoughtful approach to serving all who are committed to improving literacy in South Africa.

As shared in our annual report earlier this year, at the end of the sunsetting process, in March 2024, we plan to have achieved the following:

1. Strengthened our Chapters to continue, strengthen, and grow their work in the schools and communities they support.
2. Open-sourced our materials for wider use so that they can continue impacting readers indefinitely.
3. Built awareness, skills, and knowledge about key reading support skills in volunteers, paraprofessionals, and the people who support them.
4. Fulfilled all of our existing programme, funder, and partner commitments alongside the sunset process.
5. Sunset with integrity to our values and ethos with accountability to our team, partners, and funders and to all financial and government requirements.
6. Shared our learnings from this process with the sector, with honesty, integrity and courage, to share best practice and inspire others.

I'm proud to share that we have achieved many of the above objectives already and are well on our way to completing all of our plans by the end of March 2024. The remainder of this report shares our progress toward these objectives and our plans for early next year.

14 CHAPTER PARTNERS RUNNING 24 CENTRES

‘STILL SHINING ON’

A REVIEW OF THE SUPPORT AND RESOURCE NEEDS OF SHINE LITERACY’S CHAPTERS AND CHAPTER PARTNERS IN ORDER TO CONTINUE THE SHINE PROGRAMME

By embarking on a process of sunsetting, Shine has created the time and space to exit from the sector in a way that is supportive, respectful and accountable to its many partners and stakeholders. In particular, this has meant paying attention to Shine’s 14 partners across the country who have offered the Shine Literacy Hour (SLH) programme to thousands of children over many years.





The model that Shine has used for the roll-out of its Shine Literacy Hour – a franchise model in which partners are responsible for much of the management and funding of the programme – has resulted in a great deal of resourcefulness and less dependency on Shine.

However, in thinking about a sunset strategy, Shine recognised that there was an opportunity to work with partners in a way that had not been possible during the Covid years, and to boost and bolster these organisations and centres so that they have the best chance of success when the Shine hub closes next year.

With this in mind, we spent two months administering an online survey, meeting with and interviewing all 14 partners, and doing site visits. Findings and recommendations were compiled into a report that was subsequently shared with the Shine board – and given their support.

This review highlighted the significant contribution and value of the Shine team. For many partners, the staff and leadership of Shine have been people they have developed trusted relationships with – ones in which they can seek advice and information, share dilemmas and questions, and learn from. This has been particularly valuable for leaders of organisations that don't have in-house literacy expertise and/or who offer literacy support as one of many other development interventions.

Shine is appreciated as playing an important role in networking people and partners, introducing them to one another and making connections that otherwise wouldn't have happened. Many mentioned the leadership mentoring that the Shine leadership team has provided to them over the years as they started out new organisations. Similarly, the administrative and logistical support provided in helping to coordinate resources and assessments and other implementation-related activities has been seen as invaluable. The same goes for the training support and facilitation of Community of Practice (COP) meetings.

The Shine brand has also been a particularly powerful force for partners, bringing them credibility and prestige by association, as well as enabling a sense of belonging to the literacy sector. The excellent communication materials produced by Shine have helped to raise the profile of partners while the Shine programme and chapters have been attractive to journalists and the media because of their eye-catching, recognisable branding.

All of this has provided the partners with a very powerful template of what contributes to a successful programme.

The review also highlighted some specific areas that the partners wanted assistance with:

1. Development of a clear vision and plan for the literacy support programme.
2. Governance and leadership committed to the programme and work.
3. Being part of a supportive network of like-minded organisations and partners.
4. Having dedicated and passionate Chapter Managers, volunteers and/or reading partners.
5. Having basic systems and processes in place to sustain the programme, particularly linked to funding and finances, M&E and communication.
6. Being able to translate this into greater impact on children's ability to read and write.

While acknowledging that it would not be possible to address all of these in the remaining time between July 2023 and March 2024, these findings were used to inform a range of support and strengthening activities which culminated in on-site training for 24 centre managers, a 4-part fundraising webinar facilitated by Kristen Thompson and a final 3-day Indaba for partner directors and a key team member facilitated by Carol-Ann Foulis and Katie Huston.

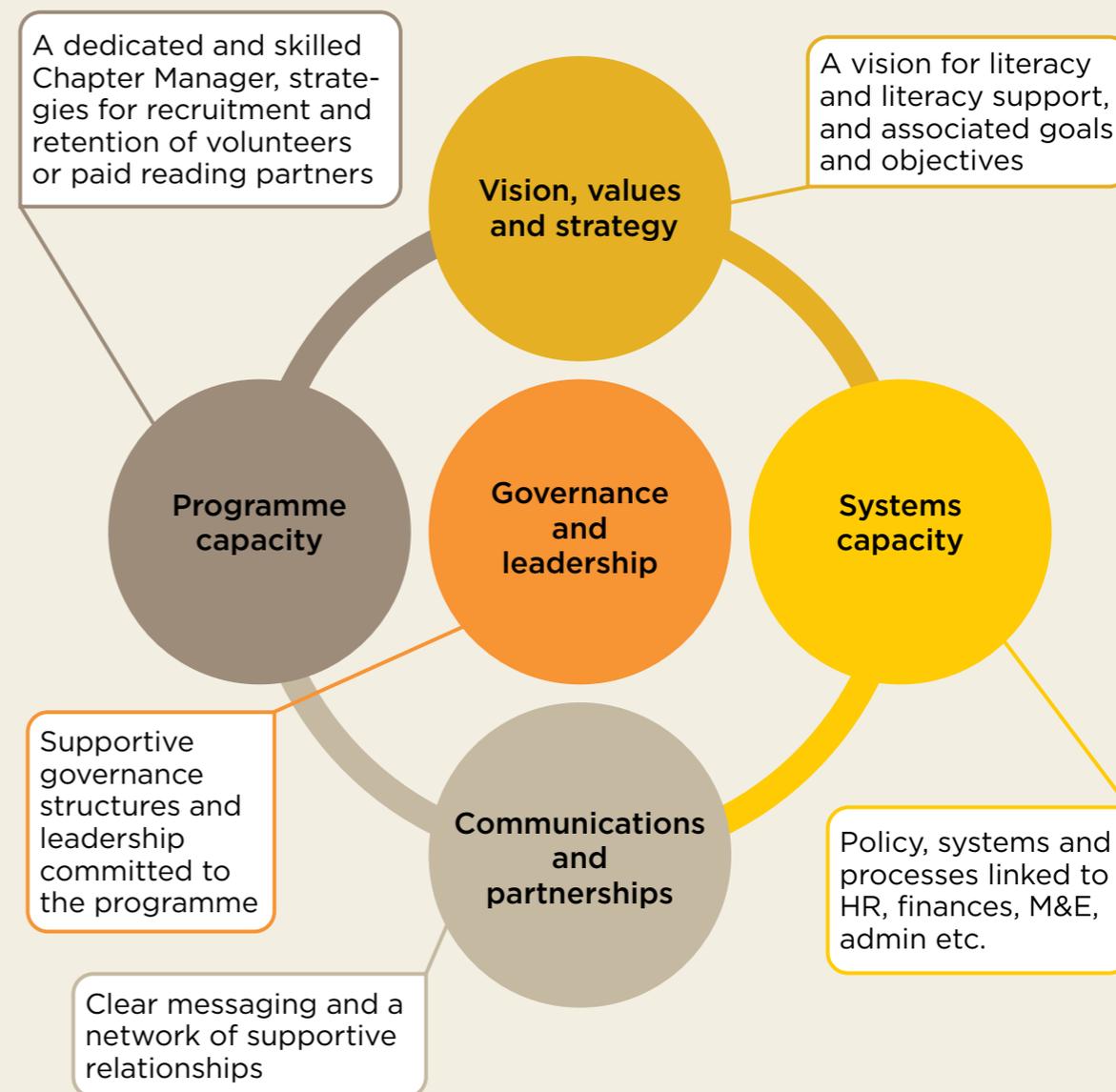
In particular, the Indaba had 4 objectives:

1. To build a community of partners, and hand over the leadership and responsibility for the Shine work to the partners
2. To deepen understanding of the literacy sector and what is happening in this space
3. To learn from each other in key areas that are important to the continuation of the work (e.g. programme design for impact; people power)
4. To have the time and space to think about and further develop one's own literacy plans and to share these plans with others

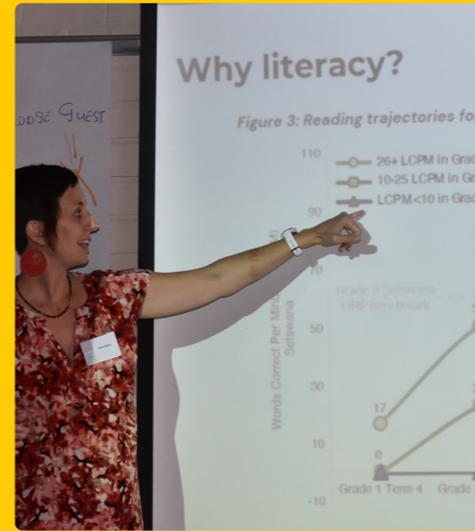
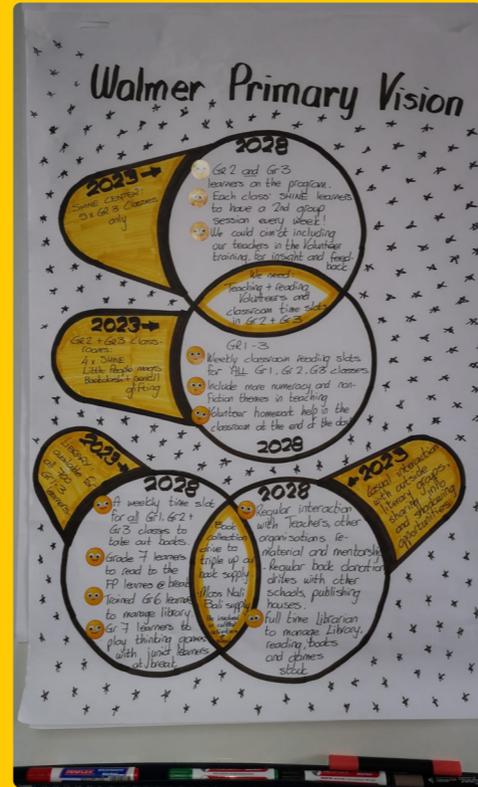
These activities also took place alongside other processes aimed at supporting the decision-making of the Board regarding allocation of Shine's resources in the sunsetting process. These include, for example, scrutinising the requirements of Shine's trust deed as well as understanding other legal or regulatory requirements.

To further support the sustainability of our Chapter Partners, Shine Literacy will disburse its remaining funds on termination to support our chapter partners; more about this process will be shared in our 2023 annual report early next year.

IMPACT OF THE PROGRAMME - REACH AND RESULTS



PLANNING FOR THE FUTURE - OUR 3 DAY INDABA





MEET OUR

14

CHAPTER PARTNERS

WE HOPE YOU WILL CONTINUE SUPPORTING OUR CHAPTER PARTNERS WITH THE SAME GENEROSITY AND KINDNESS THAT YOU HAVE SHOWN TO SHINE LITERACY OVER THE YEARS. MORE ABOUT EACH CHAPTER PARTNER BELOW.



MASINYUSANE

Masinyusane is a well respected NGO working in the Eastern Cape. Their focus is on ECD, literacy support in primary schools, and vocational support to high school and university students in the greater Gqeberha area. It has a cohort of 300 paid youth who are responsible for implementing the organisation's (mostly) educational interventions. The organisation also provides material support to the communities in which it works such as accommodation, food, books, etc. It is one of Shine's larger partners operating in four schools with 22 reading partners/literacy coaches (paid), reaching 237 learners with two hours of support per week. The organisation has over eight years' experience in running the Shine programme. It has also been successful at blending the Wordworks and Shine models. It has ambitions to grow and scale the literacy support into approximately 14 primary schools that they already support. It is a registered NPO with PBO and Section 18A status.



MASINYUSANE



WALMER ANGELS

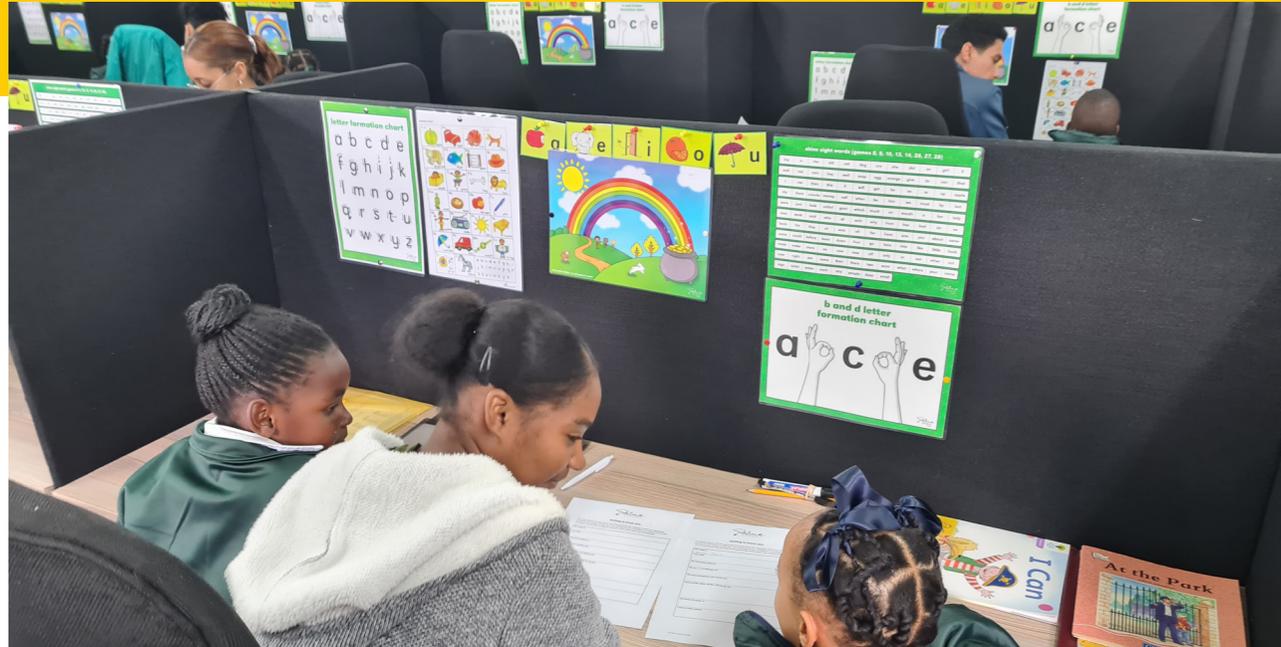
Walmer Angels is a community-based organisation based in the community of Walmer in Gqeberha, with a focus on supporting ECD centres, and providing welfare support to the broader community (food relief, blankets etc). It has run Shine Literacy Hour for nine years and operates in one school, supporting learners for one hour per week, and includes a library which is available to the broader school community. It is a registered NPO and PBO.



WALMER ANGELS



GAUTENG



SHINE



SHINE

Based in Gauteng and working in the community of Reiger Park, SHINE has run Shine Literacy Hour for five years and has a clear vision and focus on literacy development and support. As a result, they are able to reach 300 learners in Grades Two and Grade Three every week in two schools (Goede Hoop Primary School and Lakeside Primary School) – and dedicate their organisation’s full budget to literacy. Each school has a beautifully maintained Shine centre. The youth team also runs a reading programme every Friday with all Grade Two learners in their respective classes, so that every learner, whether they are a part of the programme or not, is exposed to paired reading and has an opportunity to strengthen their reading skills. Their vision is to ensure every school in Reiger Park has a literacy programme, and no child that needs intervention is left behind. The organisation is a registered NPO and PBO.



DARE TO CARE



WH COETZER



DARE TO CARE

Working on the East Rand in Gauteng, this organisation is the non-profit arm of Bridge Church. The focus of the organisation is on supporting and helping children in Katlehong Gardens with a particular emphasis on education and welfare support (e.g. blankets and feeding schemes). They have been working with one school for the last four years, and have run Shine Literacy Hour for three years. The organisation is a registered NPO and PBO, with Section 18A status.



WH COETZER PRIMARY

The Shine Literacy Hour in this school is run by a dedicated and passionate volunteer (with support from 14 other volunteers) who has over six years’ experience in running the programme. Implementation of the Shine programme in this school – based in Rosettenville, Johannesburg – began in early 2023. This partner is not constituted as a legal entity.



ENLIGHTEN TRUST

Enlighten Trust was founded in 2002 to enrich and improve children's learning in the Overstrand. They work with schools in the area and strive to make learning richer and more enjoyable for children. They do this by upskilling teachers, but also by working directly with children. At their head office they provide: after-school homework support, a toy library, music, art classes as well as robotics. Their community library is particularly impressive reaching 8,000 children per year. In schools, Enlighten facilitators offer literacy, Afrikaans tuition, foundation phase enrichment, marimba, a mobile library and IT. Enlighten also provides training for local ECD centres. Shine Literacy Hour is part of their education offering and runs in a small school in Hermanus. There are plans to scale to a second school in the future. The organisation is registered as an NPO and PBO with section 18A status.



ENLIGHTEN TRUST



HEART TO HEART

Heart to Heart is a well-established welfare organisation - having been around for 25 years - and based in Mossel Bay. Heart to Heart strives to see a self-sustaining community tackling poverty, centred on dignity and not dependence. They are passionate about providing holistic care, psychosocial support, education and empowerment to children, youth and women. Their Shine Literacy Hour programme is presently running in one school. The organisation is a registered NPO and PBO.



HEART TO HEART

WON LIFE

Won Life's vision is: "Improving education to promote community upliftment in Fisantekraal." Won Life carries out this vision by providing excellent education and support to the community of Fisantekraal, just outside of Durbanville. Won Life has been actively involved in this community since 1999 and has constantly evolved in order to best cater to the needs of its beneficiaries. They implement four educational programmes, namely: the Won Life Pre-Primary School, Literacy Centre, Teacher Mentorship Programme and High School Education Centre. They are a registered NPO and PBO, with Section 18A status.



WON LIFE





WESTERN CAPE



LIFE MATTERS



LIFE MATTERS



THE LIFEMATTERS FOUNDATION

The LifeMatters Foundation is passionate about making a difference to disadvantaged and at-risk primary school learners. They provide holistic, quality interventions which focus on both the academic and psychosocial development of the child. Their Academic Portfolio provides literacy and numeracy interventions to struggling Grade Two and Grade Three learners, to enable them to keep up with the academic curriculum. Their Life Skills Portfolio provides counselling, Teenage Awareness Programmes and workshops to equip learners to thrive in the face of the challenges of their context and become active citizens. They are Shine's longest standing partner, having implemented the programme for the last 12 years. They have Shine Chapters in six beneficiary schools in the wider Cape Flats area, and their vision is to both deepen impact in the schools where they currently work, as well as to expand to outlying areas of Cape Town. They are a registered NPO and PBO.



ST JOHN'S PRIMARY SCHOOL



ST JOHNS PRIMARY SCHOOL

The Shine programme is a school-managed initiative in Kensington, Cape Town that has the support of the school's governing body. They recently achieved the top results on systemic tests for maths and literacy in Grades Three and Grade Six in the circuit. The Chapter Manager is a teacher from the school who has been seconded to run the literacy programme. In addition, they have demonstrated a highly successful group-based approach to the delivery of Shine Literacy Hour, which allows one person (the Chapter Manager) to deliver the programme. Their vision is to see all children in the school reading with meaning, understanding and excitement. The school has Section 18A status and is extremely well run.



GOOD HOPE LITERACY

Good Hope Literacy is based at Good Hope Seminary Junior School in Vredehoek, Cape Town. It was formed in 2022 as a Shine Chapter – the intention being to continue offering the Shine Literacy Hour, which started at the school in 2013, to Grade Two and Grade Three children. In addition to the Shine Chapter, Good Hope Literacy has been able to extend support to the school library, in partnership with Rotary and The Bookery.

While literacy has been the primary focus, their interest is in the education of the whole child, believing that children's academic needs go hand in hand with their emotional and social needs. In this regard, Good Hope Literacy has formed a partnership with Community Keepers – an organisation which provides full-time psychosocial services in schools. Community Keepers started their work at the school in July of this year – and in this short space of time have already made a positive impact. The organisation has recently registered as an NPO and is in the process of obtaining Section 18A status.



GOOD HOPE LITERACY



GOOD HOPE LITERACY



KLEINBERG PRIMARY, OCEAN VIEW

Common Ground Church South Peninsula serves the diverse communities of Cape Town's southern point. The Shine Room at Kleinberg Primary School in Ocean View is one way in which they aim to serve the area. The Shine Room makes use of Shine Literacy Hour to team volunteers with Grade Two learners to improve reading, writing and speaking skills in a fun and interactive way. Every week the Shine Room is filled with the sound of laughter, learning and meaningful relationships. The team of volunteers endeavours to build a 'Culture of Reading' in the school by working with school staff to provide access to books, train Teacher Assistants and provide support in growing a love of reading amongst the learners.



KLEINBERG PRIMARY



KWAZULU NATAL



ANCHOR OF HOPE



ANCHOR OF HOPE

This is a small NGO working in two schools in the communities of Overport and Phoenix in Durban, reaching approximately 60 children with around 30 volunteers. In addition to their literacy work, they run a large feeding scheme for children in Waterloo, near Verulam, north of Durban. Their Shine programme is supported by a part-time paid Chapter Manager, and they are hoping to get libraries up and running across both schools. The organisational leader has had eight years of implementing Shine, is passionate about training as well as using, and advocating for the use of, the Shine Mobi-Site. The organisation is registered as an NPC and they are in the process of applying for Section 18A.



LIV VILLAGE



LUNGISISA INDELELA VILLAGE (LIV)

LIV provides holistic residential care and education, underpinned by Christian values, for vulnerable children and orphans in KZN. Their school has 22 classrooms as well as a library, computer room, art room, wood-work room, music centre and the Shine Literacy programme on offer. Providing support to over 150 children, LIV also operates 96 homes with 32 house mothers and a team of relief mothers.

OUR PARTNERSHIP WITH WORDWORKS AND OPEN SOURCING OUR PROGRAMMES

As part of our sunset, Shine committed to open-sourcing its programmes and key resources so they can be used and adapted by others in the future. Throughout 2023, we researched best practice, mapped and prioritised our materials, took a deep dive into how we might make materials as useful as possible to our target audiences, and explored a number of options for the materials' long-term home.

We are pleased to report that we will be partnering with Wordworks, another prominent and highly respected early literacy NGO that Shine has partnered over the years, to give our materials a home into the future.

Shine's materials will be integrated into Wordworks' website, which currently includes early language and literacy programmes for parents, teachers and paraprofessionals working with children ages 0 to 8. Adding Shine's materials extends this up to age 10. Wordworks will also take over the Storytime with Shine Mobi-Site - which should become free to access again once mobile network operators begin to comply with the requirement to zero-rate public benefit organisations.

Chapter Partners have welcomed this as a logical home and seamless transition. They are already using Wordworks' TIME (Together In My Education) home learning support packs. The partnership also presents an opportunity for Shine Chapters to consider other Wordworks programmes for their schools, including its Grade R and pre-Grade R teacher training and parent programmes. And it will allow interested Wordworks implementing partners to extend their programmes into Grade Two and Grade Three and support children's transition to English by adopting the Shine programme.

Shine aims to transfer copyright of our materials to Wordworks under a Creative Commons CC-BY-NC-SA license, which allows anyone to use, repurpose and adapt the materials as they wish as long as they credit Shine, do not profit from the materials, and re-release any adaptations under the same license.

Shine will also provide funding to help Wordworks rebuild its "resources-first" website and legal support for the license transfer.



A SUMMARY OF ACTIVITIES FOR OUR EXISTING PROGRAMMES



FULFILLED ALONGSIDE THE SUNSET PROCESS

- We ran **Family Literacy Workshops** in eight schools for 483 caregivers and handed out 6,000 Bookdash storybooks in their home language.
- We provided **Teacher Assistant training** for 310 youth at 25 schools. In addition, we provided follow up training support to 173 youth at 14 of our Youth4Literacy schools.
- We provided **three workshops** for 102 people nationally who are interested in using our open source programme resources.
- We handed out quarterly **Bookdash storybooks, stationary and Little Issue magazines** to 9,461 children in 40 schools as part of Creating a Culture of Reading At Home.
- We handed out **Wordworks Time Packs** to 2,961 Grade R children and to 4,580 Grade One children in 17 Chapter schools.
- We ran a final **farewell meeting** with our ex Shine schools in the WC and donated Jolly Phonic Resource Packs and much needed readers to each Foundation Phase classroom to the value of R800 000.
- We provided **two day Chapter Training** for 40 people running Shine Chapters in the EC, WC, KZN and Gauteng and provided each Chapter with literacy resources to the value of R800 000.
- We gifted a **3 day Master Training Workshop** by Vanessa Lowndes for five organisations namely Wordworks, The Learning Trust, Small Projects Foundation, The LifeMatters Foundation, Masinyusane and SHINE.





MULLERS OPTOMETRISTS tested 280 children's eyesight with 45 children receiving glasses. Thank you Mullers for the years of partnering with us and the valuable work you do.





THANK YOU

THANK YOU AGAIN TO OUR FUNDERS, VOLUNTEERS, CHAPTER PARTNERS, SCHOOLS, PARENTS, COLLEAGUES, TEAM, AND BOARD. THE LITERACY SECTOR IS BUZZING AND WE LOOK FORWARD TO WRAPPING UP OUR REMAINING SUNSETTING ACTIVITIES IN THE FIRST QUARTER OF 2024.

SHINE LITERACY

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