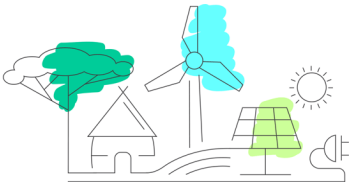


The Trust Maturity Framework

Introduction

Community trusts have emerged as key instruments in fostering inclusive development across various sectors in South Africa, particularly in renewable energy. Originating in the mining sector as part of Broad-Based Black Economic Empowerment (BBBEE) initiatives, these trusts were designed to provide communities with ownership stakes and ensure that local populations benefit from the economic activities occurring in their regions. This model has since been adapted to the renewable energy sector through the Government's Renewable Energy Independent Power Producer Procurement Programme (REIPPPP), which mandates a minimum 2.5% shareholding for communities located near power projects.

Despite their potential, community trusts have often struggled to deliver meaningful benefits. The mining sector's experience highlighted vulnerabilities in trust structures, which, in many cases, failed to achieve their intended goals. Similarly, a decade into the REIPPPP, there are ongoing concerns that these trusts are not delivering on their promises. The average 8% shareholding by community trusts in REIPPPP power plants has not necessarily translated into effective community ownership or significant socio-economic advancement. Instead, much of the community shareholding has been tied up in loan repayments, leaving little in the way of dividends or direct benefits for the communities themselves.

The discrepancy between the envisioned benefits of community ownership and the reality on the ground is stark. While communities may hold shares on paper, they often lack genuine involvement in decision-making processes and do not fully grasp the implications of their ownership stakes. The spirit of local ownership, which is central to the REIPPPP and BBBEE mandates, extends beyond mere shareholding. It encompasses a broader vision of empowering communities to actively participate in and benefit from the socio-economic development associated with renewable energy projects.

The challenge now is to bridge the gap between the letter and the spirit of the law. This involves not only addressing the structural and financial limitations of community trusts but also enhancing their capacity to act as true vehicles for community empowerment. The Industrial Development Corporation (IDC) and initiatives like INSPIRE's Trust Matters project are working towards this goal by building the capacity of trustees and creating platforms for community trusts to collaborate and learn from one another. These efforts aim to ensure that community trusts fulfil their potential as instruments of socio-economic justice in South Africa's just energy transition.

The success of community trusts in the REIPPPP will be critical not just for the communities involved but for the broader goal of a just energy transition. As other emerging economies look to South Africa's model, it is imperative that the trust structures are robust, inclusive, and capable of delivering real benefits. This requires a renewed commitment to the principles of local ownership and a concerted effort to empower communities to take charge of their socio-economic advancement. The Trust Maturity Framework seeks to address these challenges by providing a structured approach to improving the governance, capacity, vision, and impact of community trusts, ensuring they play a central role in the transition to a more equitable and sustainable energy future.

Trust Maturity Framework

Trust Support Ecosystem

The Trust | Trustees | The Community | Trust Administrator/ Administration | IPPs / ED Managers / Founders | IPP Office

01 Regulatory

The core structure and structuring of the trust that determines its purpose.

- Governance
- Mandate
- Independence of Trust
- Operations & Processes

02 Capacity

The knowledge, skills, financial, and other resources that enable the trust to perform.

- Fin. Strength & Viability
- Knowledge | Experience
- Inter/Intra-personal challenges & skills
- DEI & belonging

03 Vision & Strategy

The practice of inclusively crafting the vision and delivery plan to impact optimally.

- Strategy Development
- Collaboration with other Stakeholders
- Community engagement, agency and empowerment

04 Impactful Delivery

Strategic, robust, ambitious, cost effective and iterative programme conceptualisation with high localisation quota

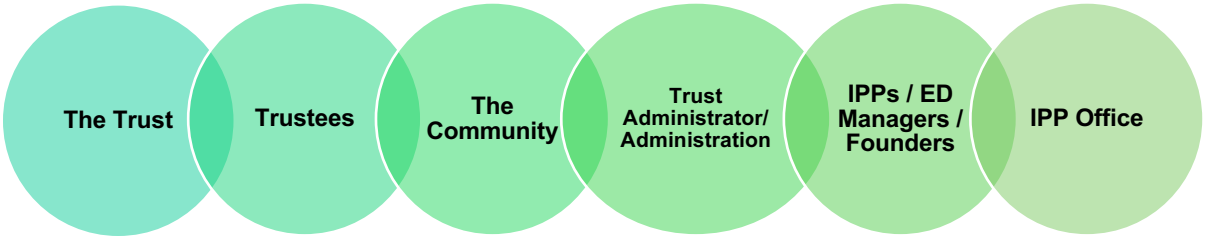
- Conceptualisation
- Programme Structuring
- M&E and improvement
- Cost effective; efficient
- Localisation
- Sharing learnings

INSPIRE | Initiative for Social Performance in Renewable Energy

LEARNING | KNOWLEDGE | PARTNERSHIPS | INNOVATION

Trust Support Ecosystem: Role-Players and Recipients of Trust Capacitation

The success of community trusts in the REIPPPP depends on the coordinated efforts of various stakeholders, each with a distinct role in the trust's ecosystem. Understanding the roles and responsibilities of these stakeholders is essential for creating a supportive environment that enhances the efficacy of community trusts.



The Trust

The trust itself is both a *beneficiary* and an *enabler* of capacitation. It is imperative to establish strong policies, enabling trust deeds, and effective operational procedures to create a solid foundation for the trust's activities. These elements need continuous assessment and enhancement to ensure the trust can fulfill its mandate and adapt to changing circumstances.

Trustees

Trustees are pivotal in guiding the trust and making decisions on behalf of the community. Their competency, knowledge, accountability, and commitment are critical to the trust's success. Trustees must possess a diverse range of expertise, maintain strong relationships with the community, and be willing to engage in long-term strategic planning.

The Community

The community is the ultimate beneficiary of the trust's activities, yet often plays a limited role in decision-making. Empowering community members to actively participate in the trust's governance and program implementation is crucial for ensuring that the trust's activities align with the community's needs and aspirations.

Trust Administrator/Administration

Trust administrators are responsible for the day-to-day management of the trust. They must be well-supported to ensure that the trust operates efficiently and achieves its developmental goals. Providing comprehensive support to trust administrators is essential for enabling them to fulfill their roles effectively.

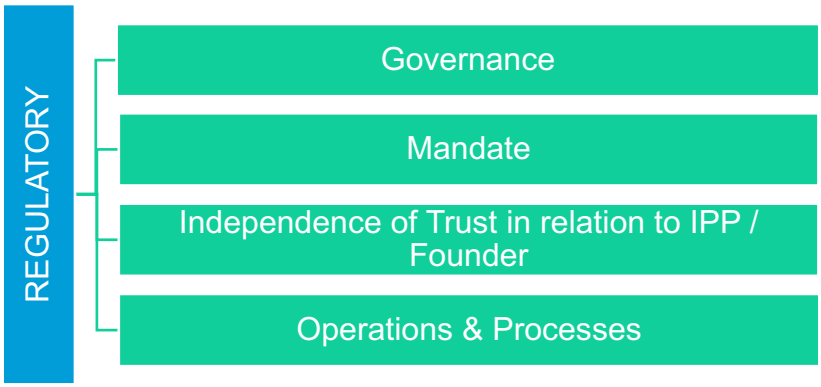
IPPs / ED Managers / Founders

Independent Power Producers (IPPs) and Economic Development (ED) Managers are responsible for the formation and legal compliance of community trusts. However, there is often a disconnect between compliance and impact. IPPs and ED Managers need to shift their focus from mere compliance to fostering the trust's independence and capacity to operate as a sustainable, community-driven entity.

IPP Office

The IPP Office plays a regulatory role in overseeing community trusts. While there are robust reporting requirements for SED and EnD expenditure, community trust activities are often underreported. Enhancing the IPP Office's oversight and support for community trusts could significantly improve their performance and impact.

Pillar 1: Regulatory Framework



The regulatory framework governing community trusts is foundational to the effective functioning and long-term success of these trusts. This is the core structure and structuring of the trust that determines its purpose.

1.1 Governance

Effective governance is the cornerstone of a successful community trust. Governance structures and practices determine how decisions are made, who makes them, and how accountability is maintained. A robust governance framework includes several key elements:

- **Policies and Trust Deeds**:
  - The trust deed is a legally binding document that outlines the trust's purpose, powers, and responsibilities.
  - Policies governing the trust's operations, decision-making processes, and conflict resolution mechanisms are essential for ensuring consistent and fair practices.
- **Governance Structure**: The trust's governance body, typically the board of trustees, should reflect a balance between community representatives, independent trustees, and founder-appointed trustees. This balance is crucial for ensuring that the trust operates in the best interests of the community while maintaining independence from the IPP/ founder.
- **Separation of Powers**: Clear distinctions between the roles and responsibilities of trustees, staff, and founders are essential to prevent conflicts of interest and ensure effective oversight. Trustees should focus on strategic decision-making and oversight, while staff should handle day-to-day operations.
- **Performance Evaluation**: Regular performance evaluations of trustees and staff are necessary to maintain high standards of governance. These evaluations should be based on clear criteria and contribute to continuous improvement in the trust's operations.

1.2 Mandate

The mandate of a community trust is defined by its founding documents, including the trust deed, and relevant legislation. The mandate outlines the trust's primary objectives, the scope of its activities, and its responsibilities towards the community. Key considerations include:

- **Clarity of Purpose**: The trust's mandate should be clearly articulated, with specific goals and objectives that align with the needs and aspirations of the community.
- **Defining the Beneficiaries**: The trust deed and other legal documents must clearly define the beneficiary community. This definition is crucial for ensuring that the trust's resources are directed towards those who are intended to benefit from its activities. It also helps prevent disputes over eligibility and resource allocation.
- **Adaptability**: While the mandate should be specific, it should also allow for flexibility to adapt to changing circumstances. The ability to modify the trust's objectives and activities in response to evolving community needs is essential for long-term relevance and impact.

1.3 Independence of the Trust

The independence of a community trust from its founders, particularly the IPPs, is a critical factor in its ability to operate effectively. Independence ensures that the trust can act in the best interests of the community without undue influence from the IPP or other stakeholders. This aspect of the regulatory framework includes:

- **Autonomy in Decision-Making**: The trust must have the autonomy to make decisions independently of the IPP or founder. This includes decisions related to resource allocation, program development, and partnerships. Ensuring that trustees are not solely appointed by the IPP and that they represent diverse interests can help safeguard this independence.
- **Support vs. Control**: While the IPP may provide initial support in establishing the trust, there should be a clear delineation between support and control. The trust should have the capacity to operate independently, with the IPP acting as a partner rather than a controlling entity.
- **Regulatory Oversight**: Regulatory bodies, such as the IPP Office, should provide oversight to ensure that community trusts maintain their independence and operate in accordance with their mandates. This oversight can help prevent conflicts of interest and ensure that the trust remains focused on its mission.

1.4 Operations & Processes

The operations and processes of a community trust are the mechanisms through which it achieves its objectives. These processes must be formalized, efficient, and aligned with the trust's regulatory framework to ensure effective implementation. Key aspects include:

- **Standard Operating Procedures (SOPs)**: Establishing SOPs for all critical functions, including financial management, project implementation, and reporting, is essential for consistency and transparency. SOPs should be regularly reviewed and updated to reflect best practices and regulatory requirements.
- **Formal Systems for Decision-Making**: Decision-making processes should be clearly defined and documented. This includes specifying who is responsible for making decisions, how decisions are made, and how they are communicated to stakeholders. Formal systems help ensure that decisions are made transparently and that they align with the trust's objectives.
- **Continuous Improvement Mechanisms**: The trust should have mechanisms in place for ongoing evaluation and improvement of its operations and processes. This includes regular audits, performance reviews, and feedback loops that allow the trust to adapt and improve over time.

Pillar 2: Capacity Building

Capacity building is a critical pillar for ensuring the long-term sustainability and effectiveness of community trusts. Community trusts can only achieve their full potential when all role-players, from trustees to community members, possess the necessary skills, knowledge, and resources. Capacity is the knowledge, skills, and other resources that enable the trust to perform.

2.1 Trust Financial Strength & Viability

The financial viability of a community trust is fundamental to its ability to deliver on its mandate. Without a strong and sustainable financial foundation, the trust will struggle to achieve meaningful impact. Key factors to consider include:

- **Income Sources**: The primary source of income for many community trusts is the dividends received from the IPP. However, it is essential to explore and secure additional sources of income, such as investments, grants, or other revenue-generating activities. A diversified income stream enhances the trust's financial stability and reduces reliance on a single source.
- **Financial Management**: Effective financial management is crucial for ensuring that the trust's resources are used efficiently and transparently. This includes budgeting, financial planning, and regular financial reporting. Trustees and administrators must be equipped with the skills to manage finances prudently and to make informed decisions about resource allocation.
- **Investment Strategies**: Trusts should consider adopting investment strategies that align with their long-term objectives. This might include creating an endowment fund or investing in community-driven projects that generate returns while also contributing to local development. The ability to grow the trust's financial resources over time is key to sustaining its operations and expanding its impact.
- **Financial Resilience**: Trusts must be prepared to manage financial risks and uncertainties. This includes setting aside reserves for unforeseen circumstances, such as economic downturns or changes in dividend flows. Building financial resilience ensures that the trust can continue its work even in challenging times.

2.2 Knowledge & Experience

The knowledge and experience of all role-players involved in a community trust significantly influence its success. This includes trustees, staff, trust administrators, IPP representatives, and community members. Enhancing their capabilities is vital for effective governance, strategic planning, and operational efficiency.

- **Skills Development**: Ongoing training and development opportunities should be provided to all role-players. This includes governance training for trustees, financial management courses for administrators, and project management training for staff. Building a well-rounded skill set ensures that the trust can navigate the complexities of its mandate and deliver impactful programs.
- **Access to Expertise**: In addition to internal capacity building, trusts should have access to external expertise when needed. This might include legal advisors, financial consultants, or subject matter experts in specific areas of development. Leveraging external expertise can help the trust make informed decisions and avoid common pitfalls.
- **Mentorship and Peer Learning**: Establishing mentorship programs and facilitating peer learning opportunities can accelerate capacity building. Trustees and administrators can benefit from the experiences of others who have successfully managed community trusts or similar organizations. Peer learning networks also provide a platform for sharing best practices and innovative solutions.
- **Knowledge Retention**: Ensuring that institutional knowledge is retained within the trust is crucial for continuity. This can be achieved through documentation, regular knowledge-sharing sessions, and succession planning. Knowledge retention helps prevent disruptions when there are changes in leadership or staff.

2.3 Intra & Interpersonal Challenges & Skills

The ability of role-players to work effectively together, communicate clearly, and manage interpersonal dynamics is essential for the smooth operation of a community trust. Socio-economic marginalization and community trauma can exacerbate these challenges, making it even more important to build strong intra- and interpersonal skills.

- **Communication Skills**: Effective communication is the foundation of good governance and collaboration. Trustees, staff, and community members must be able to communicate openly and respectfully. This includes active listening, clear articulation of ideas, and the ability to manage disagreements constructively.
- **Conflict Resolution**: Conflicts are inevitable in any organization, but how they are managed can determine the trust's success. Role-players should be trained in conflict resolution techniques that promote understanding and collaboration. Addressing conflicts early and effectively can prevent them from escalating and undermining the trust's work.
- **Emotional Intelligence**: Emotional intelligence is critical for building strong relationships and managing stress in challenging environments. Role-players should be encouraged to develop self-awareness, empathy, and resilience. These skills are particularly important in communities that have experienced trauma or are facing significant socio-economic challenges.

Team Building: Regular team-building activities can strengthen relationships among role-players and foster a sense of unity and purpose. A cohesive team is more likely to work together effectively, overcome challenges, and achieve the trust's objectives.

2.4 Diversity, Equity, Inclusion & Belonging (DEIB)

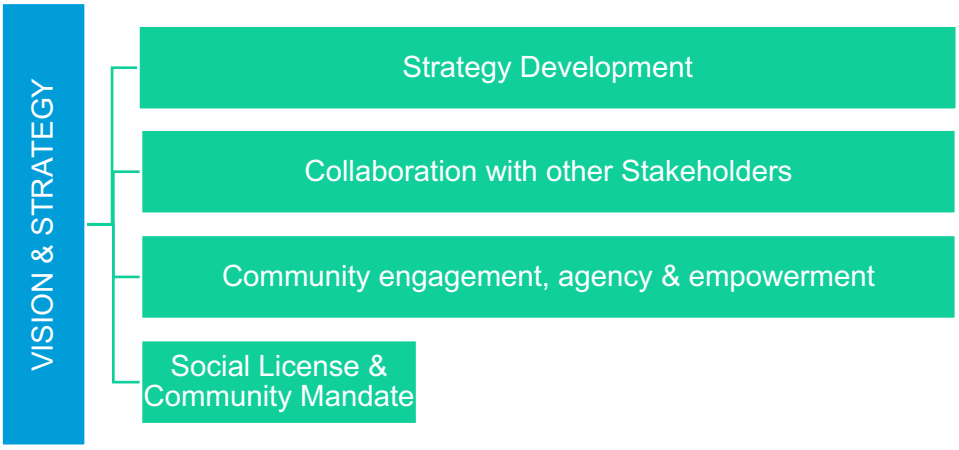
Promoting diversity, equity, inclusion, and belonging (DEIB) within a community trust is not only a matter of fairness but also a key driver of effectiveness and innovation. A diverse and inclusive trust is better equipped to understand and address the needs of the community it serves.

- **Inclusive Governance**: The composition of the board of trustees and staff should reflect the diversity of the community. This includes gender, age, ethnicity, and socio-

economic background. Ensuring diverse representation helps the trust to make decisions that are more reflective of the community's needs and aspirations.

- **Equitable Access to Opportunities**: All community members should have equitable access to the opportunities provided by the trust, whether in terms of employment, training, or participation in programs. The trust should actively work to remove barriers that may prevent certain groups from accessing these opportunities.
- **Fostering a Sense of Belonging**: Creating an environment where all role-players feel valued and included is essential for fostering a sense of belonging. This can be achieved through inclusive policies, regular engagement with community members, and efforts to build trust and mutual respect.
- **Community Empowerment**: Empowering community members to take an active role in the trust's work is a critical aspect of DEIB. This includes involving them in decision-making processes, providing opportunities for leadership development, and ensuring that their voices are heard and respected.

Pillar 3: Vision & Strategy



A clear and inclusive vision, underpinned by an actionable strategy, is essential for the success of community trusts. This pillar includes the practice of inclusively crafting the vision and delivery of a plan with optimal impact.

3.1 Strategy Development

The development of a comprehensive and actionable strategy is the foundation upon which a community trust's impact is built. This process must be inclusive, well-informed, and aligned with both the trust's vision and the broader developmental goals of the community.

- **Inclusive Planning**: A successful strategy is one that is developed inclusively, engaging trustees, community members, and other stakeholders. The process should be participatory, allowing for diverse perspectives and inputs. This ensures that the strategy reflects the true needs and aspirations of the community and that there is broad ownership of the plan.

- **SMART Objectives**: The strategy should be built on Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) objectives. This framework helps in creating clear and actionable goals that can be effectively monitored and evaluated. SMART objectives also make it easier to track progress and make adjustments as needed.
- **Alignment with Broader Goals**: The trust's strategy should align with local Integrated Development Plans (IDPs), Social Economic Development (SED), and Enterprise Development (EnD) strategies. This alignment ensures that the trust's activities contribute to the larger development agenda of the region and that there is coherence in efforts across different sectors and actors.
- **Long-term Vision**: While addressing immediate community needs is important, the strategy should also have a long-term perspective. It should outline a vision for sustainable development that can guide the trust's activities over the years, ensuring continuity and progressive impact.

3.2 Collaboration with Other Stakeholders

Collaboration with other stakeholders is crucial for maximizing the impact of a community trust. By partnering with various entities, the trust can leverage additional resources, expertise, and networks, enhancing its ability to deliver on its mandate.

- **Identifying Potential Partners**: A critical step in the strategy process is identifying potential partners who can complement the trust's efforts. These partners could include other community organizations, government agencies, non-governmental organizations (NGOs), private sector entities, and academic institutions. A comprehensive mapping of stakeholders will help in identifying synergies and opportunities for collaboration.
- **Strategic Engagement**: Collaboration should not be ad hoc but rather strategic and intentional. The trust should actively engage with identified partners, co-developing initiatives that align with mutual goals. This requires establishing formal partnerships, setting clear roles and responsibilities, and ensuring ongoing communication and coordination.
- **Resource Sharing and Capacity Building**: Collaborations can also be an avenue for resource sharing, whether financial, technical, or human resources. By pooling resources, trusts can undertake larger and more ambitious projects. Additionally, partnerships can provide opportunities for capacity building, where the trust and its staff benefit from the expertise and experience of others.
- **Monitoring and Managing Partnerships**: Effective collaboration requires careful management. The trust should establish mechanisms to monitor the progress of partnerships, assess the outcomes, and make adjustments as necessary. Regular reviews of partnerships can help in maintaining focus, addressing challenges, and ensuring that the collaboration continues to add value.

3.3 Community Engagement, Agency & Empowerment

Community engagement is at the heart of a community trust's work. Without active participation from the community, the trust risks becoming disconnected from those it is meant to serve. This element of Pillar 3 emphasizes the need for meaningful engagement that empowers community members and ensures their agency in decision-making processes.

- **Engagement from Vision to Implementation**: Community engagement should be integrated throughout the entire lifecycle of the trust's activities—from visioning and strategy development to the implementation and evaluation of projects. This

approach ensures that the community's voice is central and that the trust's work is directly responsive to their needs and aspirations.

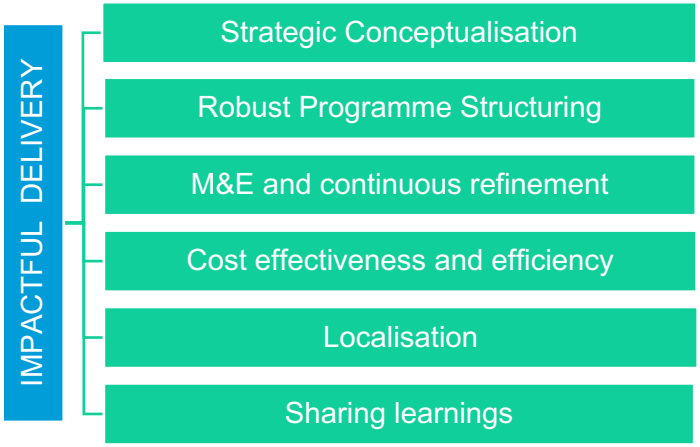
- **Empowerment through Capacity Building**: Community members should be empowered through capacity-building initiatives that enhance their skills and knowledge. This empowerment is not only about participating in the trust's activities but also about building the community's ability to initiate and manage their own projects independently in the future.
- **Managing Power Dynamics**: Engagement processes must be sensitive to existing power dynamics within the community. The trust should work to ensure that all voices are heard, particularly those of marginalized or vulnerable groups. This involves creating safe spaces for dialogue, using inclusive communication methods, and actively working to overcome barriers to participation.
- **Feedback Mechanisms**: Establishing comprehensive feedback mechanisms is crucial for maintaining ongoing engagement. The trust should regularly solicit input from the community, assess the impact of its initiatives, and make necessary adjustments based on this feedback. This iterative process helps in refining the trust's work and building stronger relationships with the community.

3.4 Social License & Community Mandate

A community trust's legitimacy and effectiveness depend on the trust and support it receives from the community it serves. This support is often referred to as a "social license to operate." Without this license, the trust may face resistance or lack of engagement, hindering its ability to achieve its objectives.

- **Building Trust**: Gaining a social license requires building trust through transparency, accountability, and consistent delivery of results. The trust must be open in its communications, providing regular updates on its activities, finances, and outcomes. Transparency in decision-making processes also helps in building trust and securing community buy-in.
- **Community Mandate**: The trust must secure a clear mandate from the community, affirming that it represents the community's interests and has their support to act on their behalf. This mandate is typically established through consultative processes, where the community's needs and priorities are clearly articulated and incorporated into the trust's strategy.
- **Ongoing Engagement**: Maintaining a social license requires ongoing engagement with the community. The trust must remain responsive to changing community needs and be willing to adapt its strategies and projects accordingly. This ongoing dialogue ensures that the trust remains relevant and continues to serve the community effectively.
- **Conflict Resolution**: Inevitably, there may be disagreements or conflicts within the community or between the community and the trust. The trust must have mechanisms in place to address these conflicts constructively, maintaining its legitimacy and the community's confidence in its work.

Pillar 4: Impactful Delivery



Impactful delivery is the culmination of a community trust's efforts to translate its vision and strategy into tangible, sustainable benefits for the community. The delivery must be strategic, robust, ambitious, cost-effective and iterative programme conceptualisation with a high localisation quota.

4.1 Strategic Conceptualization

Strategic conceptualization involves designing programs and projects that are ambitious, aligned with the trust's overall vision, and capable of delivering significant community impact.

- **Alignment with Vision and Strategy**: Programs must be conceptualized with a clear link to the trust's broader vision and strategy. This ensures coherence across the trust's activities and maximizes the cumulative impact of its projects. Programs should address key community needs while contributing to the long-term developmental goals identified in the trust's strategy.
- **Ambition Balanced with Feasibility**: While it is important for programs to be ambitious, they must also be realistic and achievable. This involves setting clear objectives, timelines, and resource allocations that align with the trust's capacity. Overly ambitious programs risk under-delivery, which can undermine trust in the organization and diminish the potential impact.
- **Innovative Approaches**: Programs should be designed to incorporate innovative approaches where appropriate, drawing on best practices from other sectors or regions. This might include new technologies, novel community engagement strategies, or creative funding mechanisms that can enhance the effectiveness and reach of the trust's activities.

4.2 Robust Program Structuring

A robust program structure is essential for ensuring that the conceptualized programs are implemented effectively and deliver the intended outcomes.

- **Detailed Program Design**: Each program should be thoroughly designed, with detailed plans that outline the specific activities, resources required, roles and responsibilities, and timelines. This level of detail helps to anticipate potential challenges and ensures that the program can be executed smoothly.

- **Risk Management**: Part of robust program structuring involves identifying potential risks and developing mitigation strategies. This proactive approach helps to prevent disruptions and ensures that the trust can respond swiftly to any challenges that arise during implementation.
- **Stakeholder Engagement**: The program structure should include mechanisms for ongoing stakeholder engagement, ensuring that those affected by or involved in the program remain informed and involved. This engagement is crucial for maintaining support and ensuring the program remains responsive to the community's needs.
- **Resource Allocation**: Effective program structuring requires careful allocation of resources, including financial, human, and material resources. Programs should be designed to optimize the use of available resources, ensuring that they are deployed in the most efficient and impactful manner possible.

4.3 Monitoring & Evaluation and Continuous Improvement

Continuous monitoring and evaluation (M&E) are critical for ensuring that programs remain on track and achieve their desired outcomes. M&E also supports ongoing refinement and improvement of programs.

- **M&E Framework**: An M&E framework should be established for each program, detailing the specific indicators that will be used to measure progress, the data collection methods, and the frequency of evaluations. This framework ensures that the trust can systematically track its progress and make data-driven decisions.
- **Adaptive Management**: Based on the findings from M&E activities, programs should be refined and adjusted to improve their effectiveness. This process of adaptive management allows the trust to respond to new information, changing circumstances, or unforeseen challenges, ensuring that the program remains relevant and impactful.
- **Transparency and Accountability**: M&E activities also enhance transparency and accountability, both within the trust and to external stakeholders. Regular reporting on program performance helps to build trust and demonstrates the impact of the trust's work.

4.4 Cost Effectiveness and Efficiency

Cost-effectiveness and efficiency are key considerations in the design and implementation of programs. Ensuring that resources are used efficiently maximizes the impact of the trust's activities and ensures sustainability.

- **Balancing Cost and Impact**: Programs should be designed to balance cost and impact, ensuring that resources are used in a way that delivers maximum benefit to the community. This involves carefully considering the cost of different program components and seeking ways to achieve the desired outcomes more efficiently.
- **Resource Optimization**: Efficiency can be enhanced through resource optimization, such as leveraging partnerships, utilizing local resources, and streamlining processes. By optimizing resource use, the trust can achieve more with the same or fewer resources, increasing its overall impact.
- **Sustainability Considerations**: Programs should also be designed with sustainability in mind, ensuring that they can continue to deliver benefits over the long term without requiring ongoing external support. This might involve building local capacity, generating income streams, or establishing partnerships that can provide long-term support.

4.5 Localization

Localization refers to the practice of ensuring that the benefits of programs are retained within the local community, not just in terms of beneficiaries but also in terms of financial flows and capacity building.

- **Local Implementation Partners**: Where possible, programs should be implemented by local partners, including community-based organizations, local businesses, and local governments. This approach not only strengthens local capacity but also ensures that a greater share of the program's budget is retained within the community.
- **Building Local Capacity**: Localization should also involve building local capacity, ensuring that community members are equipped with the skills and knowledge needed to sustain and expand program activities over time. This might include training, mentorship, or providing access to resources and networks.
- **Sustaining Economic Benefits**: Programs should be designed to generate long-term economic benefits for the community, such as through the creation of local jobs, the development of local businesses, or the retention of profits within the community. This helps to ensure that the impact of the program is both deep and lasting.

4.6 Sharing Learnings

The final component of impactful delivery is the sharing of lessons learned from the trust's programs. This practice not only enhances the trust's work but also contributes to the broader body of knowledge on community development within the REIPPPP framework.

- **Internal Learning**: Within the trust, learnings from each program should be systematically documented and shared, informing the design and implementation of future programs. This internal learning culture supports continuous improvement and innovation.
- **External Sharing**: The trust should also share its experiences with the broader community and the REIPPPP sector. This might involve publishing case studies, participating in conferences or workshops, or contributing to sectoral discussions. By sharing its successes and challenges, the trust can help to advance the field of community development and support other organizations in their work.
- **Community Feedback**: Sharing learnings with the community is equally important, as it fosters transparency and trust. Regular updates on the progress and outcomes of programs, along with open discussions on lessons learned, help to maintain community engagement and support.