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To whom it may concern

As an independent business consultant, I have visited Phaphama Initiatives from October 3 to November 8, 2004.

My visit had two primary goals:

- To assess the quality of Phaphama's work and the credibility, efficiency and accountability of its organization, to inform potential Dutch funders to take up a structural role in helping the organization roll out its work on a more significant scale; and
- To explore the ways in which Phaphama organizes its Alternatives to Violence Project (AVP) workshops. It is my view that this programme could usefully be introduced in The Netherlands, where problems of violent behaviour of youth are mounting in schools and in the public domain in a more and more culturally diverse environment.

My professional background is mainly financial, having worked for 23 years in the financial sector as an analyst, credit manager, controller and public relations and investor relations manager.

During my stay with Phaphama I have attended AVP Basic, Advanced and Training for Facilitators workshops, getting a feel for the way in which the organisation works. I also explored their Transfer of African Language Knowledge (TALK) training methods and Tourism activities.

As a participant in three workshops in correctional facilities, I have been impressed by the quality of work, the enthusiasm of the facilitation teams and the successful reception of the work by prisoners, warders and other prison staff. There appears to be a vast need for this work in prisons and elsewhere, and it is clear to me that Phaphama's concept effectively meets those needs. It is their strategic goal to involve participants in further training within their own environment, making Phaphama workshops a start for cultural change in a broader sense and empowering people to participate in this change.

Over the years, Phaphama has invested heavily in training its facilitators to current levels of competence and scale. It has established professional operating procedures and sound back office and communication structures. My conclusion is that the organisation has achieved exceptional levels of efficiency and accountability. Management is highly motivated and competent and has a clear vision of where this organization is going.

All in all, Phaphama is ready to make its foreseen quantum leap, capitalizing on its sound structure and on the new networks it has opened in Kwa-Zulu Natal and the Western Cape. It is my view that this development is realistic and manageable, given the significant potential for growth and the need to adequately reimburse its professionals.

I agree with the organization's funding policy of building a long-term relationship with some major funders. It seems to me that this will create the substance and stability necessary to further roll out this important work. I highly recommend such funding to potential donors in The Netherlands and elsewhere, as a way to connect to this credible organization and take part in its projects. For further information please contact me by telephone or email.

Amsterdam, November 2004, **Tom Schram**