

From Dependency to Agency

This masterclass equips organisations to shift from service delivery to genuine empowerment by designing programmes that build independence rather than dependency. In just three hours, you'll learn practical tools to strengthen beneficiary agency, develop exit-ready interventions, and unlock locally owned economic opportunities.

Core Topics: What You Will Learn

Empowerment vs. Dependency

Learn how to design support that strengthens agency rather than creating reliance

Designing Exit-Ready Programmes

Discover how to build programmes that intentionally prepare beneficiaries to “graduate” from your support

Measuring Empowerment & Progress

Gain simple tools to track when beneficiaries are moving toward independence

Local Supplier & Social Entrepreneur Development

Identify entrepreneurial talent and map opportunities for beneficiaries to become local suppliers in your value chain

Impact Franchising & Collaborative Ownership

Explore how community-led ownership models and impact franchising can sustain your programmes long after you exit



format

3h Online Masterclass



date

10 Feb 2026
09:30 – 12:30



book

R450 pp
capewinelands@
impacthub.net



certificate

Digital certificate
of attendance



Who Should Attend?

Leaders and teams working in socio-economic development, including:

- NGO / NPO directors, programme managers & MEL staff
- Foundations & corporate social investment (CSI) teams
- International & local development agencies
- Government departments implementing community programmes
- Funders & intermediaries designing SED / ESD portfolios
- Incubators, hubs & skills programmes serving vulnerable communities

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Your Facilitator

Marli Goussard is an impact entrepreneur with 25 years' experience in social impact design and micro enterprise development.

She co-founded Impact Hub Cape Winelands to make social innovation accessible to grassroots communities and previously co-founded the CoCreate Hub in Stellenbosch. Marli chaired the Stellenbosch Civil Advocacy Network for nearly a decade, served on the Fix Forward Board, partners in *The Values Journey*, and is the author of a personal reflection journal.

Education includes Executive Programme in Social Impact Strategy from the University of Pennsylvania and a bachelor's degree in Public Relations Management.

Programme Structure

Module 1

Rethinking Value: From Service Delivery to Shared Ownership

Module 2

Measuring Empowerment & Designing Exit Paths

Module 3

Local Supplier Development & Impact Franchising

Closing & Reflection

Practical Application

Each participant leaves with:

- A Programme Empowerment Canvas: snapshot of where your flagship programme empowers vs. creates dependency
- A Exit-Ready Roadmap for a programme: high-level steps & timeline
- A Local Supplier & Social Entrepreneur Scan template for your value chain
- A One-page Collaboration Brief to use with funders / partners
- Language and indicators to update your MEL framework around empowerment and exit, aligned with emerging NGO sustainability practice

