

ANNUAL 2019
Review
OF SOUTH AFRICAN PHILANTHROPY



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ANNUAL 2019 Review OF SOUTH AFRICAN PHILANTHROPY

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Raising awareness of the work of independent philanthropy in South Africa



By Shelagh Gastrow

WORKING IN THE PHILANTHROPY SECTOR OVER THE YEARS, it was always evident to me that there was very little information available to government, the corporate sector, civil society, the media, academia and the public at large about the state of philanthropy in South Africa. This has resulted in misunderstandings about the role of philanthropy and how it works, as well as expectations that philanthropic money can simply be diverted to fit with government policy or the needs of specific sectors. In addition, philanthropy has come under increasing scrutiny globally around issues of accountability and even possible abuse. Philanthropy and its practice continually evolve in the fast-changing, complex world in which we live. There has been a shift from

simple charitable giving towards a more strategic approach to transforming the systems that underpin modern life and which many analysts view as contributing to many of the socio-economic challenges that we continue to face. In addition, although traditional forms of philanthropy persist, such as giving by high-net-worth individuals and private independent foundations, new forms of philanthropy have arisen, as may be seen in the growth of online giving platforms which enable many individuals to participate and support issues and activities about which they are passionate.

There has also been growth in the number of community foundations with a local focus which seek to raise resources to provide financial support for initiatives in their own communities. In addition, there has been a change from an instrumentalist approach to grant-making to an acknowledgement that there are many complex layers involved in producing change and that philanthropy is only part of that continuum.

Against this complex backdrop, this Annual Review of South African Philanthropy is published by the Independent Philanthropy Association South Africa (IPASA) in the belief that the work undertaken through the philanthropic sector in South Africa is broadly “good news” and should accordingly be made available to all stakeholder groups. Significant resources have been made available to

broadcast the contributions made by the domestic corporate sector through its social investment programmes, but philanthropy is, in its essence, private money and therefore relatively little information about its activities has been disseminated through the media, other than the occasional big story about high-net-worth individuals who have committed a portion of their wealth to philanthropy. This lack of coverage is partly due to reticence on the part of the “givers” who tend to refrain from exposing themselves to the public, especially given the high levels of need in many South African communities. But the lack of exposure may also be caused by the media’s news values: good news is hard to sell.

“There has been growth in the number of community foundations with a local focus which seek to raise resources to provide financial support for initiatives in their own communities.”

In addition, many of the stories associated with philanthropy don’t really directly concern the givers as much as the recipients. These are the stories of what takes place on the ground among the myriad organisations and institutions supported by philanthropic funding. These bodies can range from small welfare organisations and non-profits »

in diverse sectors, to think-tanks and large anchor institutions such as universities. In addition, there is a growing trend towards collaboration with other entities. An increasing number of collaborative projects bringing together philanthropy and civil society, business and government bodies have been established. In this context, the main purpose of this Review is to raise awareness of the work and nature of independent philanthropy in South Africa; to provide a voice for philanthropy; and to stimulate a giving culture through showcasing role models in philanthropy. Rather than adopting a highly academic approach, this volume has deliberately chosen to focus on stories of South African philanthropy to provide evidence through a rich tapestry of case studies that creates a picture of the possibilities and scope of giving.

The idea is that the value of these stories will create interest and provide a platform for philanthropy that is both intentional and strategic. These stories illustrate how some philanthropic initiatives are implemented. However, they are just

the tip of the iceberg. There are many hundreds more. Accordingly, the aim here has been to offer a selection of accounts that, by focussing on different sectors in the national community, provide a sense of the great variety of philanthropic endeavour in South Africa.

This Review includes an anchor article about philanthropy by Bhekinkosi Moyo of the African Centre for Philanthropy and Social Investment (ACPSI) at Wits Business School. It then explores stories of how philanthropy has engaged in different sectors such as health, education, sport, training, the arts, social justice and the environment. In addition, the Review includes articles pertaining to issues that philanthropy is exploring such as its tax status in South Africa; the shortage of data on philanthropy across the country; the role of philanthropy in relation to impact investment and shareholder activism; the role of community foundations; and the importance of monitoring and evaluation (M&E) in leveraging philanthropy's effectiveness. This volume also features reviews of books asking fundamental questions

about the true moral value of current philanthropic practice. The Review further includes some personal stories of families who have made the decision to formalise their giving in the form of structured philanthropic foundations.

I would like to take this opportunity to thank the IPASA Editorial Board for their guidance and support in this project. They include the Chair of the IPASA Council, Sarah Rennie of the Grindrod Family Centenary Trust; Bhekinkosi Moyo of ACPSI; Mmabatho Maboya of the Cyril Ramaphosa Foundation; Vuyiswa Sidzumo of the Ford Foundation; Linda Whitfield of The Harry Crossley Foundation; Gail Campbell of the Zenex Foundation; and Riaan Els of the Fuchs Foundation. In addition, many thanks to Louise Driver, IPASA Executive Director, and Lauren Roderick for their ongoing assistance.

Kindly note that the views expressed in this Review may not be IPASA's own. 

Shelagh Gastrow is the Editor of The Annual Review of South African Philanthropy.

“ The main purpose of this Review is to raise awareness of the work and nature of independent philanthropy in South Africa; to provide a voice for philanthropy; and to stimulate a giving culture through showcasing role models in philanthropy. ”



A dynamic space



By Sarah Rennie

SINCE ITS FORMAL ESTABLISHMENT IN 2015, IPASA has built on the legacy of the network forged by the Private Philanthropy Circle to provide support and advice on, and advocate for, philanthropy in South Africa. It has further sought to provide a platform for learning and networking among its members; situate domestic philanthropy in the broader African and international philanthropic contexts; and explore

practical and innovative approaches to addressing the uncertainty, social divides and unacceptable levels of inequality and poverty that continue to affect South Africa.

Philanthropy and giving are as old as history. They are rooted in a recognition of people's shared humanity and, increasingly, of humanity's shared and co-dependent existence with the natural world. However, a more institutional kind of philanthropy, in the form of foundations and trusts with strategies, investment approaches, advisors and measured impacts is a relatively recent historical phenomenon. The development and growth of IPASA is rooted in this more recent context.

Globally and locally, the philanthropy sector is becoming more complex, sophisticated and professional. Few philanthropists now adopt a mere "cheque-writing" approach to giving. Increasingly, philanthropists rely on experts, researchers, evaluators and other professionals to advise them about how to forge sound investment

and grant-making strategies that can achieve the greatest impact. Simply put, more is expected from philanthropy – both from the philanthropists themselves and from the sectors within which they work. The depth and urgency of contemporary multiple societal and environmental problems demand this. There is a need to be well informed, to self-evaluate and to innovate. This cannot be done in isolation. Networks like IPASA offer managers of philanthropic funds the opportunity to learn from each other in an environment of trust and mutual respect and change their practices and perspectives accordingly. In this regard, IPASA is for the curious; for those willing to learn and wishing to deepen their understanding of their socio-economic contexts; and for those seeking to improve their practices through exposure to better ones. However, IPASA's mission extends beyond its function as an information resource enabling members to stay up-to-date in their thinking and approaches to philanthropy. At its heart, philanthropy is about a love of »

humanity and offers a profound sense of human connectedness. In line with this philosophy, IPASA enables a coming together to talk, share, collaborate, challenge, learn and change. This *modus operandi* both expresses IPASA's mission and why its members engaged in the practice of philanthropy in the first place.

The realisation of the need to establish a national philanthropy association in South Africa dates from a donor conference which was held in Cape Town in 2010. Convened by the non-profit organisation (NPO) Inyathelo: The South African Institute for Advancement with the support of The Atlantic Philanthropies and other donors, the meeting brought together 90 people representing a broad range of local and international foundations involved in private philanthropy across the country. A key outcome of the conference was the decision to establish a network of local, private grant-makers, which would be funded by members. Inyathelo was tasked with convening the group; and Amanda Bloch, who had organised the original conference, joined Shelagh Gastrow, then Executive Director of Inyathelo, in coordinating a Private Philanthropy Circle (PPC).

For the next four years, the PPC was run under the auspices of Inyathelo. The organisation sought to nurture a community of independent local foundations and philanthropists and contribute towards the creation of a philanthropic movement in the country. It did this by providing opportunities for peer-learning and networking. It explicitly sought to foster a homegrown network of local, South African philanthropists and foundations although a number of international donors with offices in South Africa also became valued members of the group. The natural next step, to create a more formal, permanent structure for the group, was taken in May 2015, when the Independent Philanthropy Association of South Africa (IPASA) was founded with Anthony Farr from

the Allan Gray Orbis Foundation as its interim chairperson. Shelagh Gastrow and Amanda Bloch helped to run the new institution's programme and affairs from the office of GastrowBloch Philanthropies. Bringing with them PPC's institutional memory, they provided an invaluable source of knowledge and advice to the organisation's newly elected council. By early 2016, IPASA comprised 26 members and was running a programme of three peer-learning and -sharing days each year, as well as an annual symposium. Most recently, in May 2019, IPASA took the next step in growth by appointing Louise Driver as its executive director.

“ Since its inception, the association has continued to grow and explore ways in which it can operate as a relevant, useful platform for learning and networking among its members. ”

Since its inception, the association has continued to grow and explore ways in which it can operate as a relevant, useful platform for learning and networking among its members, and situate South African philanthropy in the broader African and international philanthropic contexts. The association's early meetings focused on donors' internal practices and building trust among its initial members. Common issues affecting donor practice such as monitoring and evaluation; capacity building and grantee administration costs were discussed. Formal submissions to the South African Revenue Service (SARS) and the National Treasury on the tax issues affecting private philanthropy were developed and submitted. In January 2016, the association facilitated the publication of a key document called “Learning and Working Together: A Framework for Donor Collaboration”, which had been

jointly produced by the Zenex Foundation and Bridge. IPASA has also sought increasingly to explore the wider context in which South African philanthropists work, addressing, for example, the uncertainty, social divides and unacceptable levels of inequality and poverty that continue to affect the country. Speakers at its annual symposiums have challenged delegates on some critical issues. In 2016, under the theme “Risk, responsibility and relationships”, speakers and delegates explored how philanthropy could be disruptive. In 2017, under the theme “Choices and resources”, symposium participants considered the kinds of choices that may be made in allocating resources. In 2018, under the theme “Philanthropy unusual”, the discussion centred on innovative approaches that may be adopted by donors and grantees. The common thread running through the annual meetings has been the importance of deepening the philanthropic sector's understanding of the country's social problems and how best these may be addressed.

IPASA is a dynamic space. It has produced some important publications, including submissions to SARS on the tax breaks that should be offered to philanthropic endeavours and the key document on donor collaboration by the Zenex Foundation and Bridge. In addition, some fruitful collaborations have been forged among members, and many small but helpful moments of valuable sharing have occurred in the form of introductions, projects, tools and ideas. Broadly, IPASA has remained true to the PPC's original mission; to extend the reach and impact of philanthropy in South Africa by building a thriving local philanthropic community; and the association's council and executive director remain passionate about continuing to implement this mission. ¹⁴

Sarah Rennie is the Chair of the IPASA Council and Chair of the Grindrod Family Centenary Trust



What is philanthropy?



By Dr Bhekinkosi Moyo

IN CONSIDERING THE VARIOUS DEFINITIONS OF PHILANTHROPY, it is important to try and reveal its essential nature while considering how it relates to the various social milieux in which it is practised. In the African and South African contexts, the division between what are elsewhere regarded as either “philanthropic” or “charitable” activities tends to collapse; and the role played by the exchange of in-kind goods and

services in promoting development, in addition to the benefits that may accrue from financial donations, requires acknowledgment. A broad working definition of “philanthropy” in Africa should include acts performed at the community level, as well as by organisations in the non-profit and private sectors, that are geared towards the public good.

Discussions on philanthropy, whether they are held in South Africa, the rest of the continent or elsewhere, generally end up as intellectual debates about semantics rather than philanthropy’s purpose, mission and vision. The meaning of the term “philanthropy” can get lost as a result. So, what do we understand by philanthropy and how does our understanding of this practice shape our responses to our daily societal challenges? There is no doubt that everyone has had an encounter with philanthropy in some form or another and can thus tell a story about it. Across the world, the understanding

and definition of philanthropy depends on the social norms and values of the particular society in which it is practised. Yet, like all substantive things, there remains an essential aspect to the practice that does not change from one society to the next. What is this universal element? To an extent, it may be revealed through our different stories about how we have each tried to be of service to humanity which represent our understanding of philanthropy and illustrate how we have each expressed it. »

“ A broad working definition of “philanthropy” in Africa should include acts performed at the community level, as well as by organisations in the non-profit and private sectors, that are geared towards the public good. ”

The Meaning of Philanthropy

In trying to define philanthropy, it is useful to go back to its etymology, looking at the origins of the word and tracing how its meaning has changed over time. The word philanthropy comes from Greek *philantropia*, which is derived from *philo* – meaning loving – and *anthropos* – meaning mankind. Accordingly, we have come to understand philanthropy as meaning kindness, humanity, benevolence, and love for mankind or love of humanity among other iterations. Over the years, this understanding has shifted and the modern use of the term refers to the altruistic concern for human welfare, which may be expressed through donations of money, property, goods, services or work to needy persons. The definition has also been extended to describe organisations that are devoted to helping others or are established for the public good.

Many people in Africa struggle with the term “philanthropy”. They may prefer words such as “giving”, “sharing”, “kindness”, “solidarity” and “charity”. However, the reality is that none of these words captures the richness of the phenomenon. A name is important to the extent that it identifies something, but a name can also fall short in that it does not tell us much about the phenomenon’s nature. In Africa and South Africa, different communities have produced a range of terms in their local languages to refer to philanthropy. However, the fact that philanthropy is named differently by different communities does not change what it is.

Charity and Philanthropy

It is also important to take account of the historical and cultural changes that have shaped the use of the term “philanthropy” and its meaning. There was a time when the term was synonymous with “charity”. In the United States (US), for example, the word “charity” was for many years the most widely used to describe the



“ Robert Payton, founder of the Lilly Family School of Philanthropy in the US, defines philanthropy quite broadly as voluntary action for the public good. ”

activities and institutions that today would be considered “philanthropic”. Philanthropy only replaced charity in the *Encyclopedia of the Social Sciences* in 1967. And, in law, the terms “charity” and “charitable organisations” are still widely used.

The distinction between the terms “philanthropy” and “charity” has emerged over time. The word “charity” comes from Latin, *caritas*, which means love of others. In Hebrew, an equivalent is the term *tzedakah*, which is also translated to mean righteousness. African traditional religions and other religions across the world have similar terms to define acts of kindness. Today, there are clear attempts to distinguish charity from philanthropy. Charity is now viewed narrowly as representing only those efforts that are of an ameliorative

nature; while philanthropy is used broadly to refer to efforts, institutions and actions that are meant to improve the quality of life of humanity. As a result, acts that relieve immediate human suffering tend to be treated as charity, for example, the humanitarian responses to natural disasters and emergencies; while actions to promote development are viewed as philanthropy. This has also led to institutions either being viewed as charitable, for example, the Gift of the Givers; or philanthropic, such as those that work in health and education, and the recreational and cultural spheres.

Another commonly held view of philanthropy is that it is primarily concerned with the distribution of funds and grants. However, in the African context, although money is important, it is not the only crucial commodity that may be given. African resources that may be exchanged to promote development can include in-kind goods and services, as well as money. This must be taken into account in defining and framing philanthropy in the African context. One of the implications of this is that the definition of philanthropy should include a



broader spectrum of efforts, from acts of simple charity to those that enhance the quality of life. In the South African and African context, philanthropy may best be viewed as actions taken by the non-profit sector and other actors operating outside the state and the marketplace for the public good.

By focusing on the kind of stakeholders and their purpose, this definition of philanthropy encompasses the full spectrum of private actions that may be taken to improve the human condition, from those that ameliorate to those that transform. Such a definition encompasses both actions that may be defined as “charitable” such as those to relieve the suffering of others by meeting basic needs for food, shelter and clothing, as well as those that have come to be defined as “philanthropic”, that is, efforts to improve the quality of lives of others in the community by providing new cultural, educational, recreational and other opportunities. Under this broad definition, many South Africans engage in philanthropy as individuals or as part of organisations, foundations and companies.

Voluntarism and Philanthropy

In this regard, two of the world's leading thought-leaders in the academic study of philanthropy offer contrasting views on how the practice and its purpose may be defined. Robert Payton, founder of the Lilly Family School of Philanthropy in the US, defines philanthropy quite broadly as voluntary action for the public good. Under his definition, philanthropy includes actions such as voluntary giving and voluntary service. The implication is that one can give of money or goods, as well as giving of time, intellectual capital and networks. Giving and service occupy key positions in this definition. Payton also includes voluntary association as a vehicle or instrument for giving under the definition of voluntary action. Accordingly, the practice of philanthropy can encompass gifts; grants; volunteers; trustees;

foundations; endowments; support for the arts; buildings; special events; fundraising; scholarships and awards. Under Payton's definition, the non-profit sector in South Africa may be termed philanthropic.

Philanthropy and the Non-profit Sector Acting for the Public Good

By contrast, Lester Salamon, Director of the Johns Hopkins Center for Civil Society Studies in the US, gives a narrow definition of philanthropy. He sees the practice as a part of the world of non-profit organisations, which he defines as formally registered; private as opposed to governmental; not profit-distributing; self-governing; voluntary; and of public benefit. Only the last two features of his definition of philanthropy coincide with Payton's.

“ In the African and South African context, a working definition of the practice of philanthropy should include acts performed at the community level, as well as by organisations in the non-profit and private sectors, which are geared towards the public good.”

According to these contrasting views, it is possible to define philanthropy either as broadly encompassing all non-state and non-market efforts to promote the public good or as little more than a constitutive element of the non-profit sector. However, both views indicate that philanthropy is defined according to how it is experienced by individuals in a particular social milieu. In this regard and in the African and South African context, a working definition of the practice of philanthropy should include acts performed at the community level, as well as by organisations in the non-profit and private sectors, which are geared towards the public good. 

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The focus areas of the ACPSI are:

Teaching and developing a cohort of qualified experts in the field

Research and a wider dissemination of knowledge (publications)

Training for effective management of the sector

Growing a network of communities and stakeholders

By formalising research, dialogue and publications and creating a consolidated, central platform for thought leadership and best practice in the fields of African philanthropy and social investment, the ACPSI aims to address the following issues, among others:



The lack of formal documentation of African philanthropic activity



The lack of literature on the subject generated in Africa



The lack of a pan-African narrative

Academic Programmes and Executive Education

The Centre aims to offer academic programmes in future, including a Master of Management (MM) degree in African Philanthropy, an MM by Research and a PhD in African Philanthropy.

Under the banner of executive education, there are plans for shorter courses and masterclasses, with topics such as Effective Grant Making, Effective Fundraising and Resource Mobilisation, and Non-profit Management and Leadership.



For more information on the ACPSI, visit www.acpsi.co.za or follow us on social media:

Philanthropy and Data: Confronting the Silence



By Shelagh Gastrow

A NUMBER OF EFFORTS HAVE BEEN MADE TO ASSESS THE SIZE AND SCOPE OF PHILANTHROPIC EFFORTS IN SOUTH AFRICA. However, although the reports that have been produced as a result have revealed some interesting data about philanthropy nationally, they have largely failed to provide a comprehensive picture of the scale and nature of the practice across the country. Several factors have inhibited the compilation of such data,

including a lack of transparency on the part of the financial, legal and other professional entities that control many philanthropic funds; the reticence of philanthropists themselves and the confidentiality of the information provided to the government for tax purposes.

Capturing data around the size and scope of philanthropy, which has been an ongoing effort globally, usually entails major research projects which seek to estimate the scale and kind of philanthropic giving in different countries. Within this research, the definition of what constitutes philanthropy itself is often contested. Some researchers focus on all forms of giving, while others focus on more formal grant-making by various entities including the corporate sector, private philanthropists, community foundations and even government agencies. In addition, there is a shift in the way people are viewing philanthropy, particularly in Africa, with increasing interest in community giving; “gifting”; self-help; the concept of ubuntu and its application in communities, especially in times of crises; and the idea of a “black

tax”, that is how those with first-generation wealth give to their families and home communities.

There have been a number of attempts to measure philanthropy and giving in South Africa. Nedbank Private Wealth has regularly produced *The Giving Report*, which reviews the giving practices of high-net-worth individuals. In 2016, the National Treasury commissioned a *Review of Philanthropy Within South Africa* in an effort to establish the scope of the practice; understand private contributions to development projects in the country; and assess where opportunities for collaboration with the government could occur.

The Charities Aid Foundation produced a global report in 2018 which included South Africa. Inyathelo: The South African Institute for Advancement produces an annual report on philanthropic giving to South African universities. There have also been other attempts to unpack what is happening in the sector, including a report produced by GastrowBloch Philanthropies in 2016 entitled *Form* ►

and Function: A View of the Financial and Operational Practices of South African Private Philanthropic Foundations. While not providing a completely comprehensive overview, these efforts have helped to reveal trends in South African philanthropy over time.

Nedbank Private Wealth's The Giving Report, 2016

This report, which was the third such focussing on the giving practices of South African high-net-worth individuals, provided some interesting statistics:

- There were about 105 000 high-net-

±105 000

HIGH-NET-WORTH INDIVIDUALS IN 2015

- worth individuals in 2015.
- Overall, 88% of them donated time, money or goods that year.
- Social and community development (69%) and religious institutions (41%) were the causes most commonly supported.
- 64% of the support provided went to non-profit organisations, while only 3% went to advocacy groups and political parties.
- Nearly half of the givers supported beneficiaries for longer than five years and 22% supported them for their entire lives.
- 5% of givers had established giving vehicles, such as a trust or foundation.



BENEFICIARIES

Social and community development (69%) and religious institutions (41%) were the causes supported most often and which received the most funding (33% and 17% of total funding respectively).

5%

FORMALISED STRUCTURES

Only 5% of givers executed their giving through a trust or foundation.

SOURCE: Nedbank Private Wealth, *The Giving Report III*, 2015

The Charities Aid Foundation's World Giving Index, 2018

This global research report asked three basic questions:

- Have you helped a stranger?
- Have you donated money to a charity?
- Have you volunteered your time?

However, the index reported little useful information for South Africans other than that the country ranked 40th overall globally, although researchers may pore over the pages of detailed data in the index relating to the three questions to assess how individual countries were rated according to each and whether their score had improved or not from one year to the next. In relation to the overall rankings, a number of other African countries scored higher than South Africa, including Kenya (8th), Nigeria (16th), Liberia (19th), Sierra Leone (20th), Zambia (21st) and The Gambia (31st).

Review of Philanthropy Within South Africa

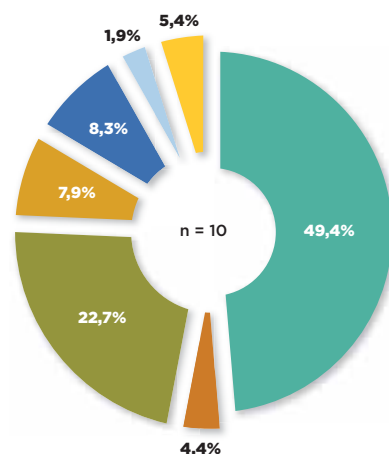
This 2016 study requested by the National Treasury and undertaken by International Consulting Expertise with funds from the Delegation of the European Union (EU) to South Africa, estimated that 35 million South Africans over the age of 18 donated a total of R22 billion a year "to a wide range of recipients from faith-based organisations and schools, to charities and individuals".

2018 Annual Survey of Philanthropy in Higher Education, published by Inyathelo

This research focused on eleven South African universities and how much funding they received from donors. Although the title refers to philanthropy, the funds came from a wide variety of sources including individuals; bequests; businesses; trusts and foundations; bilateral funding; multilateral aid and development funding; civil society; and religious organisations.

R1.71 billion

RECEIVED BY THE ELEVEN UNIVERSITIES IN 2017



PHILANTHROPIC FUNDING BY PURPOSE – 2017

- Student funding (49,4%)
- Research (22,7%)
- Teaching and learning (8,3%)
- Infrastructure (4,4%)
- Unencumbered (1,9%)
- Other initiatives (5,4%)
- Community engagement (7,9%)

SOURCE: Inyathelo, 2018 Annual Survey of Philanthropy in Higher Education

The report indicated that:

- A total of R1.71 billion was received by the eleven universities in 2017, of which private philanthropy contributed R1.1 billion (up from R435 million in 2013).
- 9 357 donors made contributions to the eleven institutions.
- 72% of the total came from South African sources, a major shift from previous reports which showed that the majority of funding came from abroad.
- Traditional universities comprised 64% of the sample, but received 91% of the funds.
- 42% of the funds came from trusts and foundations, the largest proportion of the funding.
- The corporate sector contributed 25% of the total in 2017, compared with 14% in 2013.
- Individual donations increased from 4% of the total in 2013 to 20% in 2017.
- 49% of the donor income was tagged for student funding; 23% for research and 8% each for community engagement and teaching and learning. 4% was allocated for infrastructure.

Form and Function: A View of the Financial and Operational Practices of South African Private Philanthropic Foundations, published by GastrowBloch Philanthropies

This report, undertaken in 2016, provided a snapshot into the workings of 21 private foundations in South Africa. It explored foundation governance; financial management; and grant-making practices. It made a number of key findings:

- The collective annual grantmaking spend of the 21 participating foundations was R763.8 million, of which R193.5 million came from unendowed foundations.
- Annual grant-making spend for the individual foundations ranged from R300 000 to R125 million.
- On average, endowed foundations paid out between 4% to 5% of their capital.
- All of the foundations funded grantee operational costs.
- 66% of them provided for general purposes/undesigned funding.
- 66% had a permanently invested capital base.
- 12 of the foundations funded education projects; six supported health initiatives; six funded social justice work; three financed environmental organisations; five supported entrepreneurship; seven funded welfare programmes; and five financed the arts.

R193.5 million
GRANTS FROM UNENDOWED FOUNDATIONS

Although the research efforts detailed above offer a number of interesting facts, they generally failed to provide a broad understanding of the scale and nature of philanthropy in South Africa. There are a number of reasons why it is so difficult to undertake a comprehensive, accurate reflection of independent philanthropic giving in South Africa, separating this practice from corporate social investment (CSI) and the support provided by other grant-making entities such as the lotteries.

First, a great number of philanthropic funds are held by banks; financial services companies; auditors; lawyers and other professional entities. These often take the form of trusts established through a bequest or within family offices. There is little transparency as to how many of these are managed; the amount of funding held by the companies concerned; whether grants are actually made from these funds and, if and when they are, to whom they are issued. It can be difficult, even impossible, to source the list of trustees safeguarding the use of these funds, who are paid for their services from the capital sum held in trust – although all of these funds will feature at least one professional representative from the holding company among their trustees.

Second, many South Africans prefer to keep their giving anonymous. Often, even within the same social circles, little discussion takes place around personal philanthropy. Part of the reason for this is that the need for resources in the

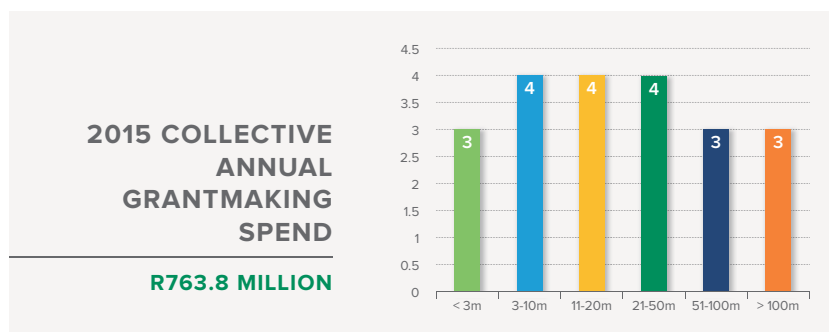
country is massive and individuals do not want to be overwhelmed by requests for money. As a result, little, if any, publicity is produced to highlight individual giving. Some independent foundations have websites, but even on these, there is little or no data about the scale of their giving although they may identify focus areas for grant-making. As a result, researchers have largely failed to obtain solid data about structured philanthropy.

Third, South African tax information is, by law, confidential. In other countries it is possible to undertake research using information gleaned from tax returns, but not so in South Africa. In this regard, it might be possible for the South African Revenue Service (SARS) to undertake research by looking at non-profit tax returns, but it is unclear whether they are able to distinguish between operational non-profit organisations and grant-making bodies.

Solid data on South African philanthropy may well continue to evade future research attempts. However, it is to be hoped that the establishment of organisations such as the Independent Philanthropy Association of South Africa (IPASA) will, in time, encourage a level of transparency that would enable some useful research to emerge that could inform and guide all stakeholders who have an interest in philanthropy in the country. As the pressure grows for increased transparency, it will be important to undertake an integrated, comprehensive research initiative.

A key benefit of good research on the size and scope of philanthropy and its impact on South African society, would be the ability to showcase its outcomes and thereby encourage the growth of a strong philanthropic movement in the country. 

Shelagh Gastrow of Gastrow Consulting provides advisory services to the philanthropy, higher education and civil society sectors.



SOURCE: GastrowBloch Philanthropies, *Form and Function: A View of the Financial and Operational Practices of South African Private Philanthropic Foundations*, 2016



Taxation and Philanthropy: Past, Present and Future



By Richard Rosenthal

FOR CENTURIES IN MANY COUNTRIES TAX EXEMPTION HAS TRADITIONALLY BEEN EXTENDED TO RELIGIOUS AND PHILANTHROPIC ORGANISATIONS. However, most tax laws have difficulty in defining precisely what is meant by “religion” and “charity”, and until recently have largely relied upon antiquated vague

language for their definitions. Commencing in 2001, South Africa introduced innovative tax legislation which was amongst the first to adopt the notion of “public benefit organisations” and “public benefit activities”. These phrases are the subject of detailed statutory definitions, which have replaced inherited, obscure, colonial tax laws governing charities and philanthropic endeavour. However, notwithstanding subsequent legislative amendments, South Africa’s tax laws still contain a number of drafting anomalies which prejudice NPOs, particularly such as are involved with the arts, music, theatre and the heritage sector. They also serve to discourage rather than encourage the raising of funds through enterprise initiatives and their own efforts. The tax structure also needs to give greater recognition and support for volunteerism and philanthropy. This would not only serve

to address social needs, but would also have the effect of facilitating redistribution of wealth without recourse to coercion or expropriation.

Once upon a time, no one paid income tax. In ancient Greece and ancient Rome, various taxes were levied, particularly in time of war to pay for the military. These taxes were based on headcounts; levels of consumption; net worth; and even imported goods, which was perhaps a precursor of customs duty. But there was no tax on income.

“ South Africa’s tax laws still contain a number of drafting anomalies which prejudice NPOs, particularly such as are involved with the arts, music, theatre and the heritage sector. ”



In fact, income tax is a relatively recent innovation, first introduced in 1799, when Britain's then-prime minister, William Pitt the Younger, declared that it was necessary as a "temporary war measure". Thereafter, apart from a moratorium between 1816 and 1842, when the new form of tax was briefly abolished, this fiscal plague has been continuously visited upon us; and governments now rely on it as the primary means to satisfy their prodigious financial appetites.

Interestingly, when the British Parliament enacted its first Income Tax Act in 1799, trusts established "for charitable purposes" were exempted. The principle of fiscal immunity for philanthropic endeavour was subsequently replicated throughout Europe and enthusiastically adopted by the United States and Canada. It was also introduced in Britain's colonies, and what were euphemistically described as "the dominions beyond the seas", which included the Cape of Good Hope, and its eventual successor, the Union of South Africa. Accordingly, section 5(c) of South Africa's first post-Union Income Tax Act, No. 28 of 1914, exempted what were described

as "charitable, educational and ecclesiastical institutions of a public character". The same mantra was repeated in successive tax laws for the best part of the following 100 years, although the term "ecclesiastical" was eventually substituted with the term "religious".

In 1998, South Africa's new democratic government, mindful of the need to review, adapt, and modernise apartheid-era legislation, appointed a commission under the chairmanship of Professor Michael Katz. Part of the commission's brief was to consider and advise the government with reference to possible changes to fiscal legislation to achieve "a more supportive fiscal environment for Non-Profit Organisations". In its Ninth Interim Report, the Katz Commission drew attention to the "antiquated language" of the existing tax laws, which, in its view, "no longer reflect a contemporary understanding of development, altruism, or public

benefit". The report continued: "As a result of the application of this medieval language, and in the absence of any statutory definitions, the interpretation and implementation of these provisions has imposed a substantial interpretative burden upon the Commissioner." (I should confess that I am the unrepentant author of this masterly understatement.)

It is no exaggeration to say that the resulting amendments to the country's Income Tax Act, which came into effect in 2001, represented a sea change and were the first substantive attempt by the South African legislature to reformulate ancient, basic fiscal concepts affecting "charities" which were first drafted in England four centuries earlier. In the interim, the courts of various countries, including South Africa's, had continued to reflect upon the meaning of the original text of Britain's Charitable Uses Act of 1601, which was enacted during the reign of Elizabeth I. Jurists across the world »

“ The resulting amendments to the South Africa's Income Tax Act, which came into effect in 2001, represented a sea change and were the first substantive attempt by the country's legislature to reformulate ancient, basic fiscal concepts affecting “charities” which were first drafted in England four centuries earlier. ”



pored over the increasingly dated text of the Preamble to this Act, which defined “charitable” as meaning:

the relief of aged, impotent and poor people, maintenance of sick and maimed soldiers and mariners, schools of learning, pre-schools, and scholars in universities, repair of bridges, ports, havens, churches, seabanks and highways, education and preferment of orphans, relief, stock or maintenance for houses of correction, marriages of poor maids, aid or ease of any poor inhabitants ...

In 1891, seeking to clarify the meaning of “charitable purpose”, a certain Lord MacNaghten in a landmark case recognised four categories of charitable activity which were to be granted exemption, namely: “the relief of poverty”; “the advancement of education”; “the advancement of religion”; and “other purposes beneficial to the community”. One learned commentary, *The Law and Practice relating to Charities* (Hubert Picarda, 1999) commented that although the law of charities has progressed considerably since the days of Lord MacNaghten, findings in the case of *Income Tax Special Purposes Commissioners v Pemsel*, “It is still not possible to give an exhaustive list of charitable objects.” The commentary added that “any attempted classification will include a sweeping-up head to cover miscellaneous objects which have been held to be charitable”. It continued: “No substitute definition has ever been proposed that has commanded general approval, and even were such a definition to be enacted, there would always be frontier territory where disputes would arise.”

Introduction of the term Public Benefit into legislation in South Africa

Undaunted by such semantic misgivings, South Africa’s new democratic Parliament embarked on a brave, new fiscal enterprise in line with the recommendations of the Katz

Commission. Thus, in 2000, it enacted a highly innovative tax dispensation for charities, which were henceforth to be described as “public benefit organisations (PBOs)” whose good works were henceforth to be described as “public benefit activities”.

“ **South Africa’s tax structure needs to give greater recognition to the importance of encouraging and rewarding voluntarism and philanthropy, thereby also facilitating a process of redistribution without reliance upon expropriation; and giving greater meaning to the promise of “a better life for all”.** ”

Almost 20 years have passed since the enactment of the PBO legislation regime, which has subsequently been amended a number of times, and has periodically been scrutinised by several fiscal luminaries and commissions, the most recent of which was the Davis Tax Committee. This committee commented on a number of difficulties and anomalies which had been identified by SARS and by the submissions that had been presented to Judge Dennis Davis. It remains to be seen what legislative changes may follow from the committee’s recommendations, but given the dire fiscal drought and economic crisis that currently faces our government, it is unlikely that there will be any material tax concessions made to the philanthropy sector in the immediate future.

Examples of anomalies which surprisingly persist in the tax legislation include the discrimination which currently prejudices “youth leadership and development programmes”. Similarly, “cultural” PBOs, which focus on music, art, libraries, museums and

the like will probably continue to be excluded from the benefit of tax-deductible donations, which is generously granted to other PBOs working in areas such as animal welfare, and even the education of the public regarding financial services and products. Moreover, the obscure SARS rules which militate against PBOs deriving income from what is termed impermissible “trading” are likely to remain in place, at least until the present adverse economic conditions have abated.

More broadly, a number of fiscal proposals have been suggested for fostering growth, job creation and greater economic equity. Some have called for bolder interventionist fiscal strategies, which could include a wealth tax; an income tax surcharge; an increase in VAT; or even some kind of restitution levy. For others, the priorities are to maintain fiscal discipline and economic equilibrium, and to instill confidence among domestic and foreign investors, as the best means of growing the economy, increasing tax revenues, and addressing the critical need for jobs.

It has also been argued that, apart from levying new and increased taxes against income, capital, and consumption, South Africa’s tax structure needs to give greater recognition to the importance of encouraging and rewarding voluntarism and philanthropy, thereby also facilitating a process of redistribution without reliance upon expropriation; and giving greater meaning to the promise of “a better life for all”. 

Richard Rosenthal is an attorney who has recently retired after more than half a century of specialisation in the field of philanthropy and the non-profit sector.

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15 years of dynamic development models



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Achieving pass rates of over 90% in some of South Africa's most disadvantaged schools and an overall pass rate of 84% in 2018, through leadership, educator, curriculum, infrastructure and social development programmes at 223 schools.



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The Possibilities of Donor Collaboration

Infinity Culinary Training (ICT), a Cape Town based non-profit chef school, has been supported through a collaboration of donors from the philanthropic and corporate sectors.



By Barry Berman

A PRIMARY AND ONGOING COMPONENT TO ICT'S SUCCESS IS THEIR PHILOSOPHY OF BUILDING AND NURTURING A COLLABORATIVE SPIRIT between themselves and the philanthropic and corporate sectors who support them. In 10 years, ICT has graduated over 500 students. This case study shows what can be done through a collaborative approach.

The legendary American film director, John Frankenheimer, once said to me: "It's more important who you work with than what you work on."

John was in the twilight of his career. I was in mid-career as a Hollywood screenwriter, still operating in the belief that the story one tells is what matters most. John's point was that, in a collaborative art form, working with the

wrong people can ruin any worthwhile story, and any story can be made better when working with kindred spirits. The magic happens, of course, when both come together, and a powerful, profound story is realised by a creative *esprit de corps*. That has been my great fortune in my work with Infinity Culinary Training (ICT). We, together with our supporters and contributors, provide students with the basic cooking skills, professional tools, and essential life skills necessary to gain immediate employment in the hospitality industry. After just twelve weeks, our students become able to support their families and can begin moving toward long-term self-reliance.

ICT began in 2009 with a grant of R18 000 from The Gavin Relly Educational Trust. The initiative had no business plan or proof-of-concept. The money was offered on the basis of the idea's appeal, along with the faith established through my new friendship with Georgina Hamilton, one of the trustees.

We found a free, temporary space in Cape Town's District Six. Friends brought pots and pans. Eleven students who wanted to learn how to cook – and who desperately needed to work – were gathered. Twelve weeks later, eight of the eleven had graduated with jobs. Some of them today have travelled the world and are head chefs. One has started his own successful business. Throughout ICT's first six years, we scraped by on very little money – which turned out to be a

blessing. We held yard sales in the U.S. I asked every friend, American and South African, for whatever they could spare. Our meagre bank balance strengthened our resolve, compelling us to press on with our ideas and our round-the-clock effort to value our human capital over financial capital.

We concentrated on the structure of the organisation, ensuring that every action we took focused on the individual needs of each student, while ensuring that they were versed and equipped with the established standards and practices of the professional kitchen. Each student, after careful vetting, had to be admitted tuition-free, otherwise none could afford to attend. The most important key, however, was that each student received the necessary personal guidance, attention and nurturing to allow him or her to embrace the ICT culture that was being created: a culture of effort, fortitude, aspiration, failure-as-a-learning-tool, achievement and, as a result, empowerment.

“Too much money at the start of a project can stifle innovation, while enough money at the right time propels innovation.”

I quickly learned an invaluable lesson: too much money at the start of a project can stifle innovation, while enough money at the right time propels innovation. There have been three main “right times” in ICT's history. The first came in 2015, when the Mary Oppenheimer & Daughters Foundation



granted us a crucial, one-time donation, that allowed the school, for the very first time, to plan more than six weeks ahead. It allowed us to conceive of a future.

The second moment came after a friend introduced me to Zyd Rylands, then Woolworths' Managing Director: Foods. I was overseas at the time, so we spoke on the phone. After 30 minutes of discussion, during which she learned the brief history of ICT, Ms Rylands made a bold decision on the spot. "Woolworths wants to supply all of your food," she said. Imagine that. Suddenly, not only was 25% of our operating budget paid for, but our students would now be working with some of the highest quality ingredients available in South Africa, enabling them to produce the best meals possible. Woolworths executives visited ICT and participated in many joyful interactions with the students. We had by then moved to the masonic lodge in Pinelands, where we rented our kitchen and classroom. The Freemasons were great to us. But transport for the students, mostly coming from the Cape Flats, was a challenge, and the building itself provided no physical room to expand the school.

“ The highest goals of philanthropy are achieved when true partnerships blossom through shared purpose. Not for a moment did we view these burgeoning relationships as mere resources. ”



So, what did the Woolies people do? They offered to build us a new home: 200m² of fully equipped premises in Cape Town's CBD at no cost to us, rent and rate-free, with the full kindness

and support of all Woolworths departments and personnel. We were over the moon!

Our third monumental blessing came when one of our board members, respected lawyer Jill Singer, introduced us to Bernard Osrin, who, in turn, introduced us to Linda Whitfield of The Harry Crossley Foundation. By that time, we had relocated to the Woolies Building on Adderley Street, which Mr Osrin and Ms Whitfield visited. Almost immediately, the foundation committed – and has remained committed – to much needed, substantial support.

The highest goals of philanthropy are achieved when true partnerships blossom through shared purpose. Not for a moment did we view these burgeoning relationships as mere resources. We were working with the people of the Mary Oppenheimer & Daughters Foundation, Woolworths and The Harry Crossley Foundation, who, along with our other caring contributors such as Africa Spice, Core Catering Supplies, Nashua Tygerberg, Crocs SA, and Ecolab, to name a few, all of whom are helping to pull the oars through the water. And we are all getting somewhere together. ►►

In ICT's early days, we graduated 30-40 people a year. Today, we are graduating 80-100. We foresee that number doubling again within the next three years. In September 2019 we will celebrate our 10th birthday and the graduation of our 500th student!

Our teachers are ICT graduates, providing incomparable leadership to, and acting as role-models for, each new student. Megan Kruger, Jill Singer and I have been members of ICT's pro bono Board of Directors since day one. Melinda Wiggins, our Director of Operations & Culinary Arts, has been with the organisation since 2011. We remain in touch with nearly all our graduates to provide ongoing career, business, and life counselling. An enduring part of ICT's philosophy is to spend money now and forever exactly as we did at the

outset. No waste. Take nothing for granted. By producing results, and with full transparency, our school earns the trust of our contributors on a daily basis. We believe strategic fiscal conservatism promotes maximum human achievement.

Not only have Woolworths and The Harry Crossley Foundation now made multi-year financial commitments to ICT, American film star Denzel Washington also recently made a ten-year commitment, which was followed by ongoing commitments from a number of other American contributors, including The Jay Pritzker Foundation. Our fundraising efforts continue, of course. Now in our eleventh year, we see no end to our possible reach, and to the many more, warm, mutually beneficial relationships with contributors who are yet to come.

ICT is a story that started small, but which has flourished into the stories of 500 young South Africans who now have new hope and belief in themselves and are equipped with the tools to affect the course of future generations. And there are many more stories to come.

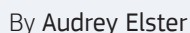
I'll never forget my time with Mr Frankenheimer. He taught me that the story must be important. But that without the proper people to execute it, it may never be told.

Accordingly, we offer our deepest gratitude to all who are, or who have been, part of ICT's quest for a growing and stronger South Africa. 🌱

Barry Berman is ICT's Co-Founder, Executive Director, and a member of its Board of Directors.

“ ICT is a story that started small, but which has flourished into the stories of 500 young South Africans who now have new hope and belief in themselves and are equipped with the tools to affect the course of future generations. ”





The RAITH Foundation

Social Justice Funder,
Responsible Investor and
Shareholder Activist

broadly in the social justice sector. The belief was this was the best way to make lasting change for a better world in South Africa. For RAITH, social justice means building a more equitable society, where everyone has access to the same opportunities and is treated fairly and with dignity. RAITH spends approximately R70m on grants in the sector annually. These funds are derived from its investments, which are primarily held on the Johannesburg Stock Exchange (JSE).

From the outset, the potential contradictions of funding for social justice and investing in companies listed on the JSE were clear to the »

foundation. The most obvious example being its funding of environmental justice work, while investing in one of the biggest polluters in the world: the South African fuel supplier Sasol. It was therefore inevitable and even necessary for RAITH to decide on an approach which would attempt to mitigate the risk of its investments negatively impacting on the progress made through its funding.

Responsible shareholding

However, responsible, or mission-aligned, investing was not an area of expertise in the foundation and so began a process of engagement with many independent and leading thinkers in the field, including those from the impact-investing and social-impact spaces.

What was learned was that there are many different ways of being a responsible shareholder and the choice of intervention is often based on the specific interests and expertise available in and to the foundation concerned. Doing nothing was not an option. Drawing on substantive experience in Britain and the rest of Europe and in the US over the past 25 years, the foundation concluded that divesting and shareholder activism constituted two of the most impactful avenues for action.

Accordingly, two key objectives were agreed: to support the foundation's grantees in their work through shareholder activism and to encourage others to become shareholder activists, with the long-term goal of making companies more accountable for the sustainability of their operations and for the current and long-term health of the communities in which they work.

Shareholder Activism

RAITH had taken a decision early on in its social justice funding to divest from alcohol, tobacco and gambling. However, it maintained investment in some potentially egregious companies

precisely in order to become a shareholder activist. Divestment is often not a useful tool when you are a small shareholder, though it can be if you are part of a bigger divestment action; the latter is a relatively new approach in South Africa. For RAITH, an important first step to becoming a shareholder activist was to take back the voting power it had given over to its asset managers. This required adopting a

“ For RAITH, an important first step to becoming a shareholder activist was to take back the voting power it had given over to its asset managers. This required adopting a principled position to guide its voting at shareholder meetings. ”



principled position to guide its voting at shareholder meetings. RAITH chose the UK Financial Council's Stewardship Principles to guide its voting, although these are not nearly detailed enough to guide every decision that needs to be made. RAITH has since expanded on these principles, adapting its practice according to the votes it has been asked to make. This has been a learning experience in the past four years for both the Board and staff but has proved an important way of gaining a true understanding of the companies in which the foundation is invested. Supplementing this approach, RAITH also sought to review the Environmental, Social and Governance (ESG) reports for the companies in which it invested – a time-consuming

process for which it enlisted the support of consultants to assist in the review and highlight any areas of concern.

Second, RAITH set an agenda for engagement with companies in its portfolio in an effort to encourage accountability and transparency, particularly in relation to ESG issues. This has included writing to, and meeting with, mining companies such as African Rainbow Minerals (ARM), South32 and Impala Platinum, as well as the banks. The foundation has requested copies of annual general meeting (AGM) minutes from the mines in an effort to hold them more accountable for the promises they make. It has also asked for copies of their Social and Labour Plans (SLPs) in order to share these with its environmentally active grantees. It became clear to RAITH, from its interactions with the mines, that they were generally not willing to be held to account or provide transparency in relation to their operations. In most cases, RAITH was expressly forbidden from publishing any of the documents with which it was supplied, even though these should have been widely available. Foundation representatives have also attended and adopted an activist position at many AGMs. For example, RAITH recently successfully brought attention to bear on the negative impact of a potential investment to be made by Standard Bank in coal-fired power stations. At the same time, what has been particularly striking to RAITH in its activist role is how shareholders, in general, do not appear to take an active interest in their investments and are happy to leave decisions about the sustainability and ethics of these to asset managers - damaging the businesses and communities in which they work as a result.

To raise the profile of shareholder activism as a practice and a cause, an important element of RAITH's strategy has been to spread the word. The foundation's efforts in this area have included communicating its own work

on responsible investment in order to encourage others, and providing information to its grantees to assist them in their advocacy work with companies. The foundation has also coordinated with journalists to publish articles in Business Day on issues about which it feels particularly strongly. So far, it has had 15 articles published in the nearly three years that it has been active in this space. These have garnered significant attention and have helped to move along the important discussion on responsible investing (RI) in the investment community and among the public at large.

Another important focus of RAITH's communications work has been to understand and engage with asset managers more effectively to help them to understand the broader implications of some of their investments and to try and influence them accordingly. Most asset managers can have significant influence over the conduct of companies, due to the collective size of their investments and their understanding of the businesses concerned. In the past five years, there has been a significant increase in interest from asset managers in issues of ESG, as they have become increasingly aware of the risk associated with ignoring the important environmental, social and governance requirements for a thriving, sustainable business, as well as the risk associated with flagrant human rights abuses that may be associated with some corporate actions. An example of such advocacy for more responsible investing may be found in Allan Gray's successful intervention in the governance and management of Net1, a company that came under the spotlight for its bad-faith conduct in the payment of social grants to many poor, vulnerable South Africans.

However, it was never going to be possible, nor was it envisaged as RAITH's role, to provide direct support for the work of the many non-governmental organisations (NGOs), some of which were recipients of



“One of the greatest misperceptions in responsible investment is the idea that if a shareholder divests or becomes an activist, they are likely to lose value on their portfolio.”

RAITH grants, which challenged corporates for their negligence or negative impacts on communities. Accordingly, after many discussions with the concerned NGOs, a new body called Just Share was established with the dual aim of helping to support these organisations and providing a coordinated response in the sector to issues of responsible investment. Two years later, Just Share has moved from strength to strength and was pivotal in the recent RAITH/Theo Botha success in having a shareholder resolution presented and passed at the Standard Bank AGM.

Impact and learning

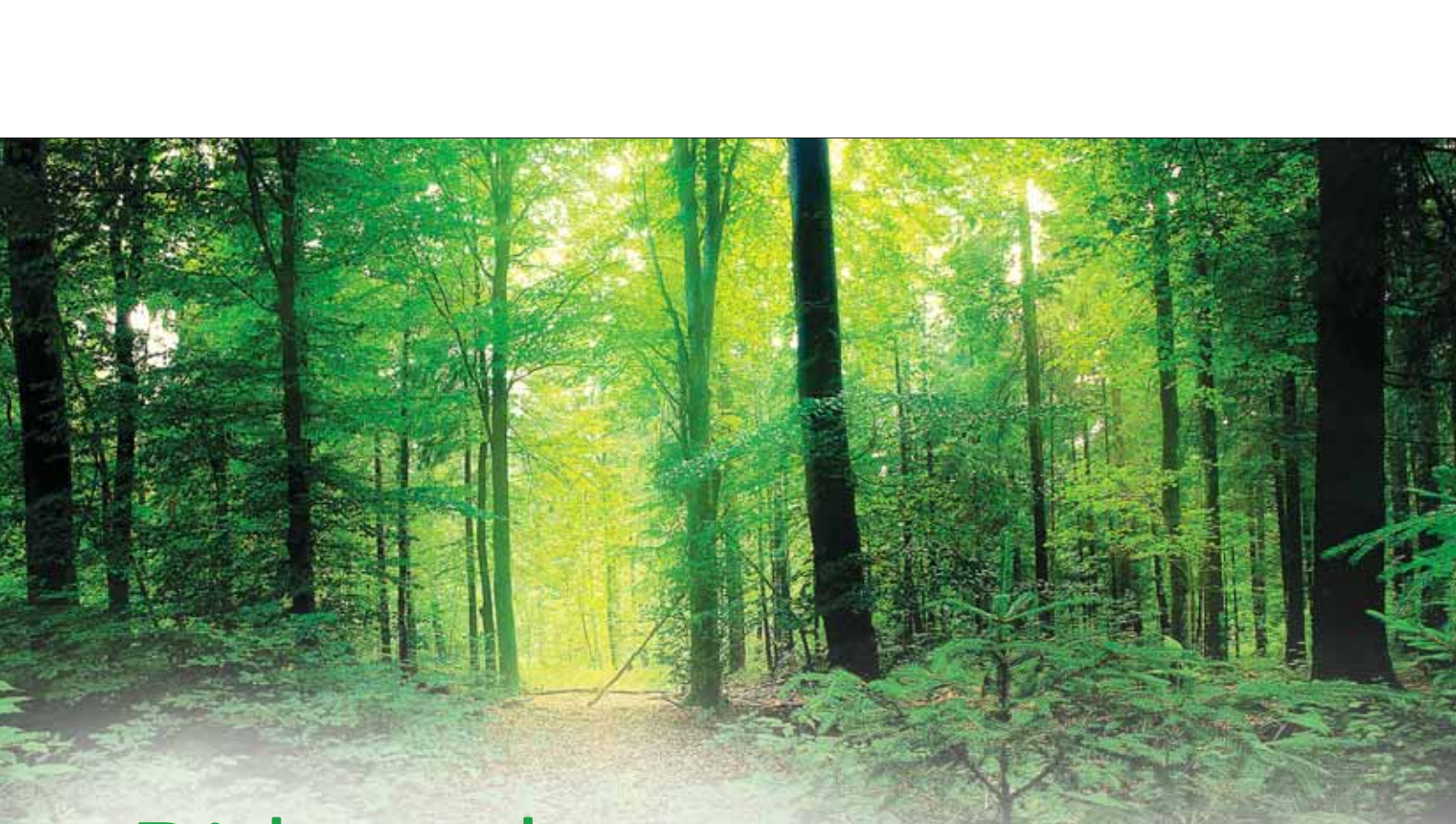
One of the greatest misperceptions in responsible investment is the idea that if a shareholder divests or becomes an activist, they are likely to lose value on their portfolio. This hasn't proven to be the case for RAITH and is not borne out more widely by any research into the issue. Indeed, many of the ESG-type funds now made available by asset management companies are thriving.

However, RAITH is essentially a grant-maker, albeit an, at times, activist

one. Its role as an activist shareholder does not constitute its core business. Accordingly, the foundation had to ask itself, with no staff dedicated to this work, how it could intervene in a way that was strategic and, most importantly, supported the overall mission. It is important in this regard to be guided by technical expertise, a clear policy and a focused action plan. The foundation has also had some success in taking its message of the need for more responsible investment to the media – an advocacy activity which is not resource-intensive but can be extremely effective. Another learning has been that it is essential to have partners. Managing partnerships can be time-consuming but with the establishment of a resource such as Just Share, RAITH has managed to extend its influence beyond the foundation and provide the support that many NGOs need to take on the power of the corporates. Finally, it is important to engage with those corporates who aim to be more responsible and responsive to ESG issues and see themselves as leaders in the field but have many vested interests jockeying for control over their resources. Even a small shareholder can help push them in the right direction, making it easier for them to make unpopular, but responsible, financial decisions which do not negatively impact on the sustainability of our planet or the communities that inhabit it.

Of course, as with any philanthropic intervention, whether via grant-making or responsible investing (RI), there are limits to the systemic change that can be achieved and, in this case, especially to the changes required to transform what remains an exploitative economic framework. However, foundations can make a difference by highlighting some of the worst offenders, holding them to account and, little by little, encouraging others. RAITH's experience both in its grantmaking and in RI shows that. 

Audrey Elster is the Executive Director of The RAITH Foundation.



Did you hear what I just said?

Developing Transformational Leadership in the Face of the Climate-change Crisis



By Lindy Rodwell van Hasselt

RECOGNISING THE IMPORTANCE OF
ACHIEVING SYSTEMIC CHANGE TO
ADDRESS THE ENVIRONMENTAL CRISIS

facing the planet and the imperatives for transformation in South Africa, GreenMatter was established in 2010 as a partnership between the Lewis Foundation and the South Africa National Biodiversity Institute (SANBI), to produce a cadre of black

professionals who could advance the cause of biodiversity and help forge sustainable, inclusive growth in a low-carbon economy. In pursuit of these goals, the GreenMatter Fellowship has offered bursaries, mentoring and structured networking to enable the more than 150 “Fellows” that have so far been inducted in the project to advance academically, find appropriate employment and create a groundswell of support for environmentally friendly policies and practices.

Last year, a 15-year-old Swedish girl confronted world leaders. Greta Thunberg (2018) stood up in the European parliament in Brussels at the United Nations’ annual climate change conference, COP24, and at the World Economic Forum in Davos, and blamed, shamed and challenged everyone present, including global business and political leaders, to approach climate

change as the global crisis it is. In South Africa, it remains a moot point whether the country has the kind of mature leadership that is required to change the country’s socio-economic and energy systems and implement viable and sustainable alternatives. On one hand, Barbara Creecy (2019), Minister of Forestry and Fisheries and Environmental Affairs, has sought to promote a Just Transition to a low-carbon economy via a sustainable, environmentally sound growth path. On the other, Gwede Mantashe (2019), Minister of Mineral and Energy Resources, recently announced greenfield exploration in coal mining and promoted the environmentally damaging exploitation of shale gas.

Despite the country’s at times contradictory political leadership, behind the scenes there have been teams of dedicated people developing

a workforce capable of fulfilling Creecy's vision. This engine for change is being created in the form of a cause brand: GreenMatter. The organisation was co-created by the Lewis Foundation and the South African National Biodiversity Institute (SANBI) in 2010. Under its banner, system-wide interventions have been put in place across a network of organisations and institutions. These bodies work collectively to train and support passionate young people, bringing them into careers in conservation. The initiatives promoted by GreenMatter include the provision of support for teacher education and higher education programmes, as well as the establishment of bursaries, internships, and organisation-building to ensure that workplaces are welcoming and supporting on-going career development in the field of biodiversity.

"GreenMatter has expanded my world and provided me with a community of others. Not only does it provide financial support (for post-graduate studies and professional development), but it goes the extra mile in leadership development training, particularly by providing lessons that equip us to be strategic and ethical leaders," said Thabo Hlatshwayo, a GreenMatter Fellow currently completing his Masters (MSc) in Conservation Ecology at the University of Venda.



Thabo Hlatshwayo, MSc Conservation Ecology candidate (University of Venda).

Developing Human Capital for Biodiversity Conservation and Management: A Public-Private Partnership

The Lewis Foundation's engagement to establish GreenMatter stems from its core purpose, which is to conserve, rehabilitate and protect the natural environment. Lewis was founded in 1995 and until 2008 channelled sponsorships through recognised conservation organisations such as The Endangered Wildlife Trust and the World Wide Fund for Nature (WWF). A new era for the foundation began in 2008 when the trustees agreed that, in future, its efforts needed to be more strategic. Accordingly, the Lewis Foundation surveyed key stakeholders about their priorities. 80% of respondents raised the issue of the lack of skilled, professional capacity to manage and conserve South Africa's valuable biodiversity.

“GreenMatter has expanded my world and provided me with a community of others.”

The National Biodiversity Strategy and Action Plan and the National Biodiversity Framework issued by the government in 2005 and 2007 respectively, prioritised the development of human capital for biodiversity conservation and management and gave SANBI a lead role in driving coherent sector-wide initiatives in this field. SANBI and Lewis formed a public private partnership in 2009 to lead the development of a stakeholder-based Biodiversity Human Capital Development Strategy (BHCDS) and the Lewis Foundation decided that implementation of this strategy would be its focus for the next decade. In 2010, the implementation plan for the BHCDS was branded "GreenMatter".

Writing about GreenMatter in their contribution to the book, *Intergenerational Learning and*



Siviwe Babane, MSc. Marine Biology (University of KwaZulu Natal), BSc Biological Sciences (Walter Sisulu University) and BSc Hons. Zoology (Walter Sisulu University).

Transformative Leadership for Sustainable Futures, Eureka Rosenberg and Sibusiso Manzini (2014) noted: "Although ... [contemporary] young people were spared the naked violence of legislated apartheid, they nevertheless have to contend with its bitter legacy. Two decades into democracy, South Africa is plagued by poverty, inequality and unemployment. All these afflictions reflect a racial bias and are thus not disconnected from our apartheid past. In spite of these challenges, new graduates are boldly stepping forward to 'make a difference'."

Siviwe Babane is one of these "new graduates". Siviwe was the first born of a family of six and grew up in the rural area of Ngxakaxha in a small town called Dutywa in the Eastern Cape. There were no formally educated role models in the local community but Siviwe's family encouraged him to study further and he left home to study for a BSc (Biology) at the University of the Transkei (now Walter Sisulu University). His academic journey was not easy. There was limited access to resources such as computers, the internet and library textbooks for assignments. "We also had very few role models and mentors that we could relate to," he said. "Some students even quit biological science." ➤

Despite the odds, Siviwe graduated with a BSc in 2006, knowing he wanted to study marine biology. His family, however, expected him to get a job and take on family responsibilities, including supporting his siblings' education. Siviwe managed these pressures and enrolled for an Honours in Zoology in 2007. Towards the end of that year, he sought MSc study opportunities and paid work as a back-up option. He struggled to find anything until his supervisor and mentor, Dr Motebang Nakin, stepped in and introduced Siviwe to an opportunity to both study and work in aquaculture with the Department of Agriculture, Fisheries and Forestry. Once in the system, Siviwe was able to complete an MSc (Aquaculture) in 2016. With support from GreenMatter, he then enrolled at the University of KwaZulu-Natal where he completed another MSc, achieving his long-held dream of becoming a marine biologist. Siviwe is currently employed at the Irene campus of the Agricultural Research Council (ARC) doing what he loves most: research and the implementation of aquaculture projects. In so doing, he contributes to South Africa's fastest growing food-production sector.

"[GreenMatter's] new cadre's mission is nothing short of transformational," said Rosenberg and Manzini. "They must pioneer ways to work across traditional disciplines like engineering, ecology, economics and education. They must overturn a history of 'conservation versus people' and chart a new course in which caring for the Earth tangibly benefits the poor."

However, as GreenMatter moved from planning its strategy to implementation, it became evident, Rosenberg and Manzini noted, "that while numbers and qualifications were important goals (for example, to increase the number of black post-graduates in the field) some subtle, less tangible aspects were also highly significant".



Strengthening Leadership through Mentorship and Career Guidance

GreenMatter soon recognised that the quality of the leadership and mentorship in the biodiversity sector needed to be strengthened. Not only were there too few mentors, but, in many organisations the mentoring was undermined by racial and political distrust and the different expectations of different generations. "It also became apparent that ... outside of the mainstream of highly educated and employed society, youth from remote rural and equally marginalised township schools were finding it difficult to move successfully from first degrees to further education and into suitable workplaces, despite having financial support," noted Rosenberg and Manzini. "Many young South Africans are the first in their community to pursue an environmental career. They have limited access to academic and professional networks and career guidance and the legacy of apartheid presents them with a challenge to access the existing networks. Many of them have no option but to attend rural-based universities

that are themselves in many ways less 'connected'. This continued marginalisation contributes to a disproportionate percentage of black students not advancing into post-graduate studies, and not finding suitable employment."

In response, GreenMatter sought to strengthen its networking, mentoring and career guidance. It was also proposed the kind of leadership being promoted should be for biodiversity, as distinct from leadership in diversity. It was further agreed that biodiversity needed to be brought into the academic mainstream. Rosenberg and Manzini noted that: "One of the most helpful approaches to leadership development is that articulated by [German academic and innovator] Otto Scharmer who asks what resources and connections our new generations of leaders will need so that, when they are 'thrown into the eye of the storm', they would be able to 'respond in innovative ways rather than resort to the reactive responses of the past'."

The GreenMatter Fellowship

In order to overcome the leadership challenges for biodiversity in South Africa, GreenMatter developed an ambitious Fellowship programme with a focus on leadership development. The programme, according to Rosenberg and Manzini, “offers financial support for post-graduate studies, but emphasises camaraderie, community and peer learning, while encouraging individual excellence. It offers a range of structured, professional development opportunities and mentoring.” The mentors help bursary recipients network, not only with peers, but also with established professionals and potential employers.

The story of Thabo Hlatshwayo illustrates the crucial role that proper mentoring can play in academic advancement in the South African context. Thabo grew up in the small rural village of Bhuga near Kabokweni, which is situated between Nelspruit and the Kruger National Park in Mpumalanga. He loved nature and hiking in the mountains and was known in his family as the “caretaker” of their domestic animals. In high school, he was encouraged by his teachers to study further and to become a teacher or a nurse, professions that they knew and understood. Deep down, Thabo knew he wanted to do something with nature, but no one was able to advise him appropriately. He was told by his teachers that because he had not taken geography as a matric subject, he was not eligible to apply for an environmental science degree.

“Growing up in a village that does not have information centres and no one able to guide or mentor me to achieve my dreams nearly hindered me from enrolling for the degree I was passionate about,” he said. His life changed when he attended a careers guidance session set up by the local Department of Education. To his delight, he learned that he was eligible to apply for an environmental science degree. Funded through a National

Student Financial Aid Scheme (NSFAS) bursary, he enrolled at the University of Venda for a BSc. In 2015, he graduated. A National Research Foundation bursary took him through honours and then he hit a wall. He could not access funding for a Masters. After spending 2016 at home, he took the only opportunity on offer, a diploma in agriculture. Determined to pursue his dream he developed an MSc proposal and sent it to the Department of Conservation Ecology and Entomology at Stellenbosch University, where it landed on the desk of Rhoda Malgas, who was a lecturer in the department. Recognising Thabo’s potential, she contacted him, offered to be a mentor and encouraged him to apply for a GreenMatter bursary. He was selected as a GreenMatter/Mapula Fellow and registered for his Masters in Conservation Ecology at the University of Venda in 2018. GreenMatter changed his life.

“GreenMatter made me realise the power of networking, collaboration and creating a plan for my life.”



Thabo Hlatshwayo doing field work in the Soutpansberg, Vhembe District, Limpopo.

The Power of Networks, Connectivity and Mentorship

“GreenMatter made me realise the power of networking, collaboration and creating a plan ... for my life,” said Thabo. “I connected with people who are all sharing a common vision and mission and with whom we could very likely foster fruitful collaboration projects that may help address biodiversity problems. It improves connectivity and that’s how it all begins.” GreenMatter provided Thabo with his “first exciting experiences to explore places and meet with fellow students, facilitators and researchers from different institutions. “This exposure to different backgrounds and circumstances enabled me to share and exchange research ideas and experiences with other fellows, and to learn about available research, training, employment opportunities and career prospects. I developed better interpersonal skills and emotional intelligence, greatly improved my public speaking and confidence. I learned to work in a team and under pressure and outside my comfort zone; to learn and acquire new skills; and to find purpose and grow. The network opened many study and employment opportunities with the result that I did not struggle to find job offers. I am still in contact with GreenMatter’s core team and attend professional workshops, seminars, forums and prestigious events through which I gain access to important opportunities and networks within the science field.”

In recognition of the importance of intergenerational learning and providing appropriate access to social capital and networks, the process of finding and interacting with mentors is carefully structured and supported by GreenMatter. Thabo’s mentor/supervisor, Wendy Collinson of the Endangered Wildlife Trust, noted: “GreenMatter engages with me on a personal level, they understand what I do and work with me to secure the calibre of student I am after. They ►►



“GreenMatter works towards unlocking the environmental, social and economic potential of our country, through the development of suitably skilled biodiversity specialists, researchers and professionals.”

recognise the value of not only having strong academic/research supervisors but career mentors who can expose and introduce their students to the world of work and the bigger picture beyond their just getting their degrees and qualifications.” Thabo said: “With Wendy’s encouragement, I submitted an abstract that was accepted for the International Conference on Ecology and Transportation (ICOET) in California. The training has also equipped me with the skills to become a mentor to other youngsters in my institution and community.”

Gregg Brill was selected as a GreenMatter Fellow in 2012 – enrolling for a PhD at UCT. When interviewed in 2012 about his ambitions, he said: “A lot of policies have not taken the environment into consideration; I need to step up to the plate and my role in life is to be the person that drives that change. I would love to be at a

managerial level either in policy or decision-making where I can use all my skills to formulate and create ideology, ideas and management plans that will push the environment to the fore.” Seven years on, Gregg is now the Deputy Director of the Green Economy Programme in the Western Cape’s Department of Economic Development and Tourism. He said: “The most valuable outcome was the professional development aspects of the Fellowship. These included networking skills, interview tips, and advice on how to promote your personal brand. Many of the soft skills now come naturally to me and the confidence I developed during the Fellowship is still evident in my professional engagements.”

Dr John Hanks is a senior GreenMatter Fellow and has mentored dozens of young people during his 60-year career in conservation. He said: “One of the most valuable components of GreenMatter’s work is assisting graduates negotiate the often difficult transition from their academic studies to employment.”

Donor Collaboration and Partnerships

At the same time that GreenMatter’s implementation model was being put in place, the Lewis Foundation was looking for partners to take the

initiative to scale. Lewis’s mission is to use the modest amount of funding it disburses to catalyse ambitious programmes and leverage support. Three other Foundations have made a significant contribution to the Fellowship programme: The Harry Crossley Foundation, the Mapula Foundation and the Nedbank Foundation. Accordingly, Thabo, Siviwe, Gregg and Dr Hanks, are just four members of a cohort of 156 Fellows that have been inducted in the GreenMatter Fellowship programme. Their stories are inspiring, their passion is infectious and their influence is growing. 🌱

Lindy Rodwell van Hasselt is Relationship Director of The Lewis Foundation, which funded and helped to found GreenMatter.

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Strengthening paediatric health care in Africa

The African Paediatric Fellowship Programme

By Helen Meintjes, Jo Wilmshurst,
G Heidi Grundlingh and
Melissa Morrison

THE AFRICAN PAEDIATRIC FELLOWSHIP PROGRAMME (APFP) OFFERS AFRICAN SOLUTIONS FOR AFRICAN PROBLEMS, seeking to build a strategic mass of clinical and leadership expertise in the area of child health across a number of countries on the continent. Partner institutions in African countries where no equivalent paediatric training exists refer fellows to South African tertiary teaching hospitals for training and placements which are aligned with the

local health needs and priorities in the trainees' own countries. Upon their return home, graduates expand access to paediatric clinical services, establish and/or strengthen paediatric training at leading universities, and provide leadership and advocacy for resources and policies to transform care for children. A further benefit is that, in the interim, these visiting senior doctors provide important additional capacity within South Africa's overstretched paediatric health-care system.

The aim of the APFP is to transform Africa's child-health capacity through targeted collaborations with training

institutions to develop a cadre of highly skilled paediatric health leaders for the continent. The initiative was established as gains in reducing child mortality across the continent unleashed rising demand for mid- to high-level paediatric services. Child mortality rates fell from 77.1 per 1 000 live births in 2000 to 39.1 in 2017 largely as the result of an intensive focus on basic and preventive primary healthcare. However, with 16 000 children continuing to lose their lives every day – almost half of these in Africa – the journey is far from over. 10% to 20% of children presenting at their local health centres require a ➤

Sandra Kwarteng Owusu (left), paediatric pulmonology fellow, Komfo Anokye Hospital, Kumasi, Ghana, UCT 2016–2018. (Photo credit: Karin Schermbrucker)





Mohammed Mekki, paediatric neurology fellow, Sudan, UCT 2016–2018. (Photo credit: Karin Scherbrucker)

higher level of specialist care than is being offered. With an average of just 0.8 paediatricians per 100 000 people in Africa – compared with the global average of 32 per 100 000 – the resources simply are unable to meet demand. Most of the children referred to specialist centres are treated in adult settings ill-equipped to care for them, and many lose their lives unnecessarily as a result. If the trend towards improved child survival is to continue, the number of paediatricians who can provide specialist care and guide and coordinate practices across different health service platforms in Africa needs to grow.

The ELMA Foundation identified building a workforce to support children in South Africa and the region as a focus area for its philanthropic investment. The foundation recognised that while providing scholarships to increase the number of child health professionals could strengthen paediatric care, good donor practice required the adoption of a broader approach, one in which the capacity of key training institutions could be expanded to improve the quality of training and to sustain increased production of the health workforce.

“ If the trend towards improved child survival is to continue, the number of paediatricians who can provide specialist care and guide and coordinate practices across different health service platforms in Africa needs to grow. ”

In this context, The ELMA Foundation together with the Children's Hospital Trust, the Harry Crossley Foundation and other donors, supported the University of Cape Town in partnership with the Red Cross War Memorial Children's Hospital, the largest dedicated children's hospital in sub-Saharan Africa, to launch the APFP in 2008.

After more than a decade, The ELMA Foundation continues to identify the APFP at the University of Cape Town (UCT) as a key partnership for transforming children's health care in South Africa and the region. Since the project's inception, donor support provides for full scholarships to

trainees who are identified and nominated by peer universities in other African countries. In this regard, a key learning has been the need to establish institutional partnerships with peer universities across the continent to identify the areas in which faculty capacity-building can reap the greatest benefits and to ensure that these institutions select their most talented practitioners for training in South Africa. In response to the programme's success and growing demand, The ELMA Foundation has supported the expansion of APFP in 2018 to the University of the Witwatersrand (APFP-Wits) and the University of KwaZulu-Natal (APFP-UKZN).

The APFP works with teaching hospitals and training institutions in other African countries to identify and equip health professionals with the skills and expertise needed to optimise patient care; foster new service developments; establish independent in-country training programmes; and build an evidence base for paediatric care in low-resource settings. The programme has trained more than 115 paediatric healthcare professionals from 15 African countries, with over 70 enrolled in the three participating South African universities in 2019 (*see Plate 1*). Although enrolment and demand have increased year-on-year, the APFP has sustained a high completion rate of 98%. In addition, 98% of the practitioners who have graduated from the programme have continued working in Africa (*see Plate 2*).

The programme has also made great strides in fostering increased paediatric clinical, research and training capacity in partner centres. For example:

- A partnership with the Malawi College of Medicine has produced 10 specialists, with more in the pipeline, and has led to the establishment of the country's first general paediatrics training course, which, for the moment, includes a 15-month placement at UCT to cover sub-speciality rotations not yet offered in Malawi.

- An increasing number of Kenyan paediatricians (27 as of 2018) trained in 13 sub-specialties placed the country on the cusp of becoming the next continental hub for paediatric sub-specialty training. Other service-based achievements in Kenya have included the establishment of the country's first paediatric intensive care unit (PICU); a renal dialysis programme; and the overhaul of neonatal services.

“Alumni of the APFP programme have gone on to occupy key leadership roles in their institutions; in national/regional paediatric associations; and increasingly on international committees where they have expanded representation by African child health experts.”

Programme expands to Kenya

The critical mass of sub-specialists in Kenya presented a strategic investment opportunity, and The ELMA Foundation approached various paediatric stakeholders to develop a suite of complementary workforce grants. Subsequently Kenya has launched the Kenyan Paediatric Fellowship Programme to train paediatric sub-specialists and paediatric nurses at four academic institutions and associated teaching hospitals. As the programme is established in-country and donor support grows, fellows from other East African countries will be able to undergo training closer to home.

Programme Alumni in Leadership

Alumni of the APFP programme have gone on to occupy key leadership roles in their institutions; in national/regional paediatric associations; and increasingly on international committees where they have expanded

representation by African child health experts. These alumni have acted as catalysts for long-term change in child health – driving initiatives from direct patient care, to service delivery and broader policy developments locally, nationally and internationally. Looking forward, as the programme's alumni and partners move closer to being able to establish their own local paediatric training programmes, the pace at which the continent's paediatric skills deficit can be addressed will increase. APFP is creating a ripple effect that has the power to cascade and transform thousands of lives across Africa.

African Solutions for African Problems

The programme is also a progressive example of an initiative that has designed and implemented African solutions for African problems. Partnerships to train healthcare professionals are not new. But efforts to address the challenges of limited ▶

Charlyne Kilba, paediatric critical care fellow from Korle Bu Hospital, Accra, Ghana, UCT 2015-2017. (Photo credit: Karin Scherbrucker)



Long-term strategic partnerships with teaching hospitals ensure that the programme not only improves the skills of a select group of individuals, but also fosters the establishment of multidisciplinary paediatric departments and professional associations, supporting the development of paediatric clinical services, health systems and training capacity in a number of countries across the continent. The content of the training that is offered by the programme is aligned with local health priorities in the trainees' home countries; and the body of expertise forged by the initiative is retained in the continent, with the programme building a generation of clinicians, educators and leaders who can transform child health in Africa.

In addition to building the child health services of other African countries, the programme has produced immense benefits for South Africa's overstretched and under-resourced paediatric health care services. The growth in the number of suitably qualified and experienced healthcare practitioners has not kept pace with the growth in demand for ever more sophisticated health-care services. In addition, as state budgetary provision has tightened, South African clinical services have been placed under even greater strain. In response, the APFP training model provides an innovative approach to bolstering South African

Helen Meintjes is Programme Manager of the African Paediatric Fellowship Programme at the University of Cape Town (UCT); Jo Wilmshurst is the Head



PLATE 1: Where are they now? By exit year

PLATE 2: Career paths taken by APEP graduates from 2007 to 2018



By Tamra Capstick-Dale

LONG-TIME SUPPORTER OF THE ARTS, WENDY ACKERMAN, HAS PUT A SIGNIFICANT EFFORT INTO CREATING AN endowment for the arts in Cape Town, specifically for the city's opera and orchestra. With R60 million raised so far, this story of giving and the arts shows the leverage that philanthropy can bring to provide for the long-term sustainability of key cultural endeavours.

Wendy Ackerman has always been passionate about music and the arts. You only have to watch her face at an opera or orchestral performance to see the pure joy it gives her. Her other well-known passion is for active philanthropy.

An artistic duet

Keeping Cape Town's opera and orchestra alive

Both the Cape Town Orchestra and the Cape Town Opera have faced difficult financial challenges. So, when the Cape Town Orchestra achieved a remarkable 100-year milestone in 2014, but found itself in a difficult financial state, she made the decision to step in and form the Duet Endowment Trust which would help secure the future for both these globally esteemed bodies. She indicated that "Something had to be done to secure the future of these historic institutions."

"The problem was that neither the orchestra nor the opera were receiving promised National Lottery support on time. Support from local government was also patchy, and not sufficient to keep these two great cultural institutions safeguarded for the future," she said.

With an initial donation from her husband, Raymond Ackerman, who is a generous philanthropist in his own right, Wendy Ackerman soon began conversations with other potential donors to build the fund. The goal was to ensure that the capital could grow sufficiently to provide ongoing income to its joint beneficiaries and support them as vital parts of the cultural life of Cape Town, as well as important contributors to the national cultural heritage.

Through her intense networking, other philanthropists and corporations, such as Investec and Naspers (and former Naspers chairman Ton Vosloo in his personal capacity), soon came on board and the Duet Endowment Trust was launched in August 2014. The Duet Trust is chaired by Wendy Ackerman herself, and the directors of ►►

the orchestra and the opera serve on the board by invitation. "It's important that we always protect the trust, but we are also resolved not to interfere with the running of these two institutions apart from holding regular meetings with the directors."

The mechanism of the trust is a simple one: money was raised from philanthropists and corporations, and equal contributions of R3m came from both the orchestra and the opera, which makes them equal partners. The money Wendy Ackerman has raised for the trust has been invested for five years, and only once that investment has matured will the interest from the capital be paid out to the orchestra and the opera. This is expected to begin in 2020, and equal amounts will go to both organisations in tranches.

It is an expensive business to stage an opera, with costs of around R4 million a performance. The Cape Town Opera makes money on overseas tours, but two were cancelled last year because the buildings in which they were to perform were not ready. That was a huge financial blow and one that will hopefully be addressed once the trust begins to pay out. It is important for Wendy Ackerman that South Africa's extraordinary musical talent is celebrated, advanced and preserved.

Accordingly, she also has a close personal interest in the music departments at the three universities in Cape Town, encouraging these faculties to continue providing South African talent to the orchestra.

“Through the trust we can ensure that the Cape Town Opera and the Cape Town Philharmonic Orchestra flourish and are sustainable for generations to come.”

"It's a great achievement for Cape Town to have an orchestra that is 100 years old. Many famous orchestras overseas have not reached that milestone yet," she says. "When I hear people saying that opera and orchestras have no place in Africa, I get very angry as it is simply not true. Music is a global language and some of the great opera singers and orchestra leaders have come from Africa."

"[The soprano] Pretty Yende and [the tenor] Sunnyboy Dladla are both glittering stars in the world of music and are both patrons of the Duet Trust. Sunnyboy has made such a success of his career, and he is a real ambassador for Cape Town and South Africa. He sings at the London Proms, which is

one of the major professional highlights for any artist. And when he sings, he sings for us and the world. Through the trust we can ensure that the Cape Town Opera and the Cape Town Philharmonic Orchestra flourish and are sustainable for generations to come."

Wendy Ackerman's philanthropic efforts have seen the Duet Trust raise R60 million. "I said I would step down as Chairman of the Trust when we reached R50 million, but I haven't been allowed to," she jokes. "Now I hope that we will reach R100m as we attract more interest in supporting these great assets of our city and South Africa." She remains as determined to grow the Duet Trust as when she initially launched it five years ago, and encourages investors wishing to support the arts to get in touch with the Trust.

The Ackerman family's passion and commitment to philanthropy are well-known, particularly in the form of the Ackerman Family Education Trust. Now, with the Duet Trust, Wendy Ackerman is making a great contribution to supporting the arts and demonstrating that she is a passionate philanthropist with a level head and the determination to see a plan succeed. 

Tamra Capstick-Dale is Managing Director, Corporate Image (Pty) Ltd.



Wendy Ackerman, Founder and Chair of the Duet Trust





A builder at heart

An interview with Karl Westvig

By Shelagh Gastrow

WHAT BRINGS TOGETHER AN INDIVIDUAL AND A NON-PROFIT ORGANISATION IN A MUTUALLY rewarding and fulfilling relationship? This interview with Karl Westvig, Chair of the JAG Foundation, explores how an individual's personal passions can take him on a journey that changes the lives of others by offering them new opportunities.

Karl Westvig's central passion is sport, in particular running. Running as a sport has been integrated for longer than any other sporting code in South Africa and



Karl Westvig, Chair of the JAG Foundation

he therefore always ran with people from other communities and economic backgrounds. This experience contributed to his understanding that

there is a huge depth of talent in South Africa which only required opportunity in order to excel. This realisation led to a partnership with an organisation that creates just such opportunities for young people from disadvantaged communities.

Westvig is essentially "a builder at heart", seeing possibilities for change and taking them to fruition. While acknowledging that everyone wants to be financially secure and independent, he pledged that on reaching a personal target that he estimated would provide such security and independence for himself and his family, he would then become active in various causes. In the past ten years, much of Westvig's focus has been on others and, in particular, the JAG Foundation.

The founder of JAG, Greg James, invested heavily in the organisation on a personal basis. As the organisation ►►

grew, he required more support and the organisation itself needed restructuring to ensure long-term sustainability. Westvig assisted in reorganising JAG, including by ensuring compliance with all the necessary registration requirements; forging a strategic plan; and providing cash-flow forecasts and a cost structure for the foundation. This led to increased financial security for the organisation and Westvig became Chair of the JAG Board.

The JAG Foundation utilises sport and play as educational tools in high-risk communities in the Western Cape. These neighbourhoods are unsafe with rampant crime and drug abuse in many families. Young people face danger every day, walking to school or visiting friends. They are under continual peer pressure to take drugs and join gangs, which often leads to serious criminal activity, prison and even death. In contrast to the surrounding community, JAG's sport programmes take place in safe spaces; and safe

transport is provided to enable youth to participate. The sports backed by the programme include rugby, running, cycling and netball. The Foundation also provides an anti-bullying course, namely BullyProof. Since 2006, JAG's programmes have been rolled out in 14 communities, mainly on the Cape Flats.



“ The JAG Foundation utilises sport and play as educational tools in high-risk communities in the Western Cape. ”

Using JAG-trained mentors and facilitators, who come from the same communities as the children, these programmes are carefully monitored by the foundation. Schools themselves provide the safe spaces required for the activities, particularly in Bonteheuwel. Safe transport is provided to take the participating children to and from their activities on a daily basis.

The programmes offer mass participation and include JAGRunners, the Foundation's first initiative, which was started by Olympic silver medallist Elana Meyer. This programme offers cross-country and road-running for children and opportunities for local runners to become coaches. JAGRugby is a schools-based programme across seven communities in the Western Cape offering coaching, mentoring and matches for children twice a week. JAGRiders, which is based at Bergsig Primary School in Bonteheuwel and is led by former professional South African cyclist, Graham Hector, offers opportunities for mountain-biking and



road-cycling which are often out of reach for children who cannot otherwise afford the travelling costs and bicycle transfers. The programme offers a 1km mountain-biking cross-country course laid out across the school's grounds. JAGNetball is assisted by former South African netball star Vanessa Lingevelt and now has about 500 participants at primary school level assisted by educators who help with transport, kit and coaching.

Some real stars have emerged from JAG's programmes. Some of the foundation's graduates have been offered places in the Western Cape's rugby, netball and athletics teams or have taken up cycling at the national or international level. Nic Dlamini from Capricorn Park is a case in point, as a JAGRunner turned cyclist. The story of Dlamini's first years at World Tour level in 2017 has been an exciting one. He won the King of the Mountains jersey at both the Tour Down Under and the Tour of Britain. His personal motto is #LiveYourDream, something he continues to do at the highest level of cycling as a member of the international Dimension Data World Tour team.

JAG students are mentored and coached by individuals who can relate to them because they come from, and live in, the same communities. The programme trains these individuals to become accredited sports coaches, providing them with additional life opportunities.

In addition to the sports element of the JAG programme, the project also runs an anti-bullying initiative in school classrooms. This focuses on physical bullying and on issues relating to exclusion/inclusion, using super-hero analogies. At the senior level, the focus is on cyber-bullying, which has been known to lead to suicide in some cases. Sporting activity contributes to an environment conducive to learning. In a positive setting, sport and play produce positive values such as tolerance, integrity, respect, discipline, teamwork, accountability and goal-setting. In turn,



“ Karl Westvig's philanthropy is two-fold, both financial and as a volunteer offering his time and skills. This combination of financial support and personal involvement is in line with growing trends in individual philanthropy. ”

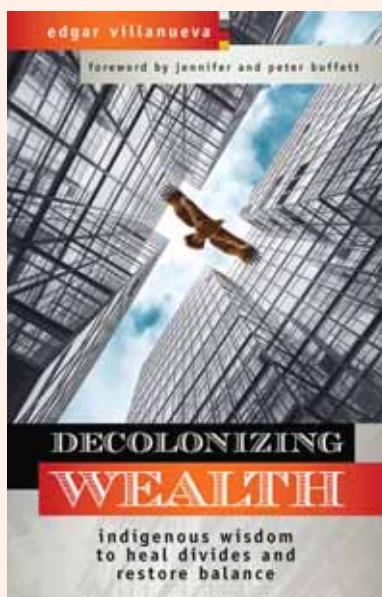
these build joy, self-esteem and hope. The programme's benefits have included a reduction in school absenteeism among participants and a bringing together of communities on the Cape Flats, which can be kept apart by territorial gangs. By providing safe transport and uniting children across divides, the initiative helps to build social cohesion. On JAG family day, gang rivalry seems to be set aside as supporters from across communities join parents in watching their children compete and demonstrate their sporting prowess.

For Westvig, the engagement in making a difference by offering new opportunities extends beyond his role as Chair of the Jag Board. In his business life, his passion for linking

people with opportunity is also a key value. His company, Retail Capital, provides finance for small businesses, offering loans not on the basis of guaranteed assets, but rather by tracking turnover and levying daily repayments accordingly. In addition, the business funds the Retail Capital Langa Running Club, providing apparel, transport and coaching. Westvig's running partner, Aubrey Isaacs, who hails from the Eastern Cape is Chair of the Langa Running Club and was a long-standing Committee Member of the Gugulethu Running Club. The pair link learners who are part of the JAG programme to these clubs.

Westvig's philanthropy is therefore two-fold, both financial and as a volunteer offering his time and skills. This combination of financial support and personal involvement is in line with growing trends in individual philanthropy. Such personal involvement brings personal reward – the feeling of knowing that a job has been well done and that a contribution has been made to changing lives. 🌟

Shelagh Gastrow of Gastrow Consulting provides advisory services to the philanthropy sector, higher education advancement and non-profit sustainability.



Reviewed by Mmabatho Maboya

A NEW VOLUME BY EDGAR VILLANUEVA ON PHILANTHROPY PLACES IT IN THE CONTEXT OF HISTORICAL, COLONIAL

practices that produced wealth for a small, mainly white minority at the expense of the rest of the world. Accordingly, the book challenges philanthropy to heal racial divisions, social inequality and injustice by redistributing this wealth. However, to challenge the socio-economic forces shaped by and perpetuating historical inequity, philanthropy must look to how it is also shaped by these forces and hand over greater power in its operations to grantees and transform its governance and management mechanisms to ensure diversity.

Decolonizing Wealth: Indigenous Wisdom To Heal Divides and Restore Balance considers the disproportionate power wielded by philanthropy to influence society in a post-colonial world. Although the book, which was published in 2018, mainly reflects on American philanthropic practices, its findings have a global application. In particular, it highlights the transformation and diversity issues which are often sidelined in considering the role and impacts of philanthropy. Drawing on his personal lived

Decolonizing Wealth: Indigenous Wisdom To Heal Divides and Restore Balance

by Edgar Villanueva

experiences in the philanthropic sector, Villanueva seeks to bring a new perspective to bear on the practice of philanthropy, asking both donors and beneficiaries to reflect on how they fulfil their roles in order to address and resolve the unequal power relationship between them. The book outlines some of the fatal flaws underpinning modern philanthropy and proposes a new approach that borrows on the traditional practices of indigenous Americans. Villanueva advocates greater diversity in the leadership of philanthropic organisations and other bodies controlling money flows in order to dismantle and transform historically unequal colonial power relations. The book advances the following arguments:

- Philanthropy must seek to heal racial divisions, and social inequality and injustice. Those who have accumulated capital and consolidated wealth should acknowledge the historical privileges that have enabled such acquisition and how these have come at the expense of a large proportion of the population who suffer as a result of the continued unequal distribution of wealth. The author asks the important question: "What if wealth can be used to heal the societal divides?" and promotes the idea that the recipients of giving should have a greater say in how philanthropic wealth is distributed.
- Philanthropy has a duty to direct giving towards causes that would advance society beyond the norms dictated by its overseers. Accordingly, philanthropic leaders, that is, those tasked with managing the distribution of philanthropic gifts

and where and how these are directed, are duty-bound to reflect on their own beliefs and values. Their aim should be to close the gap between the haves and the have-nots, the funders and the beneficiaries, which has largely been shaped by the racialised, unequal distribution of wealth historically promoted by colonialism. To address this issue, the boards and executive management teams of philanthropic organisations need to be transformed and made diverse.

- Philanthropy must transform its *modus operandi* in order to create a more equitable society. Patterns of wealth distribution which found their justification in the idea of white supremacy are reinforced by philanthropic practices that perpetuate historical power relations, effectively ingrain rather than dismantling colonial socio-economic systems.

In the second part of the book entitled "How to heal", Villanueva outlines seven steps towards healing which individuals and organisations may take, although he acknowledges that following these may not resolve all outstanding issues of socio-economic inequity promoted by philanthropy. The steps are: grieve; apologise; listen; relate; represent; invest; and repair. This book is a great aid in shaping conversations on transformation of the practices of philanthropy professionals and leaders tasked with overseeing the mission of philanthropy. 



Mmabatho Maboya
is CEO of the
Cyril Ramaphosa
Foundation

NATIONAL BEST SELLER

WINNERS TAKE ALL

The ELITE CHARADE of CHANGING the WORLD



ANAND GIRIDHARADAS

Reviewed by Lindy Rodwell
van Hasselt

A NEW VOLUME BY ANAND GIRIDHARADAS CONTENDS THAT WITHIN THE CURRENT ECONOMIC system “progress” is little more than a guise for the enrichment of a small, wealthy global elite. He argues that philanthropy, which is broadly undemocratic and controlled by this elite, helps to preserve the status quo through a range of conservative, market-driven approaches. Accordingly, he challenges philanthropists to try and change the dominant economic system which produces and sustains inequity rather than merely operating within it.

This book, or at the very least the first and last chapters, should be prescribed reading for anyone working in philanthropy. It may resonate with you or it may make you angry and uncomfortable. Whatever your response, it will act as a spur for some introspection around the why and how of your philanthropic endeavours.

In the first chapter of this volume, which was published in 2018, Giridharadas documents how three and half decades of progress and innovation has “failed to translate into broadly shared progress and the

Winners Take All: The Elite Charade of Changing the World

by Anand Giridharadas

betterment of our overall civilisation”. He describes how the economic system in America and around the world has been “organised to siphon the gains from innovation, upwards, such that the fortunes of the world’s billionaires now grow at more than double the pace of everyone else’s. And the top 10% of humanity have come to hold 90% of the planet’s wealth.”

Worldwide economic inequality has reached an all-time high and with it a plethora of social, political and environmental issues have arisen. Enter philanthropy as one of the elite players working to “do good” or “make a difference”. So how, asks the author, “can there be anything wrong with trying to do good?”

“10% of humanity have come to hold 90% of the planet’s wealth.”

Giridharadas contends that the corporate and philanthropic elite of the world have come to dominate efforts to wage war against inequality and injustice in a way that in fact preserves the status quo, rather than pushing for systemic change which may threaten the social order and the positions of the privileged. He maintains that some of these elites not only want to be part of the solution, but they also want to take ownership of it “taking on social change as it if were just another stock on their portfolio, or division in their corporation to restructure. The initiatives mostly aren’t democratic, nor do they reflect collective problem-solving or universal solutions. Rather they favour the use of the private sector and its charitable spoils, the

market way of looking at things and the bypassing of government.”

In a series of chapters, Giridharadas tells the stories of individuals who believe they are making the world a better place. He unpacks their “save the world” thinking through social-impact investing, market-driven solutions, entrepreneurship, sustainable capitalism, philanthro-capitalism, social entrepreneurship and win-win solutions which are “All programs that do anything other than fundamentally question the rules of the game or advocate changing their own behaviour to lead the change required to reduce the damage of the winner takes all mentality.”

Giridharadas challenges all the “elites” working for a better world to consider if they are, at best, chipping away on the fringe, confining their efforts within a damaged system rather than tackling the system itself. This book is essential reading (or listening) for all aspiring “change agents” wanting to take a long, hard look at the role they play or who have an appetite for fundamentally questioning the rules of the game. And for those who don’t, I offer the quote that kicks off the book and which has stuck with me.

“I sit on a man’s back, choking him and making him carry me and yet assure myself and others that I am sorry for him and wish to lighten his load by all means possible, except by getting off his back.” – Leo Tolstoy writing on civil disobedience and non-violence. 



Lindy Rodwell van Hasselt is the Relationship Director at The Lewis Foundation



Our Family Philanthropy Journey

This article has been submitted anonymously by a family that has recently created a family foundation.

RECOGNISING THAT THE VARIOUS PHILANTHROPIC CONTRIBUTIONS MADE BY THEIR FAMILY MEMBERS, while sizeable, were not achieving the desired strategic and optimal impact, this family came together to workshop a new, more collective approach. As a result, a public benefit organisation trust was established which ascribes clearly defined roles and responsibilities to the various family members in choosing and managing the various projects to be supported.

As is the case with many families in South Africa and around the world, our family had always been eager to make a contribution to the society in which we lived. This took myriad forms, from small grants to organisations that we knew, to support for children who were at school or university with our own. Each member of our family had, in one

way or another, taken part in civil society activities, whether this entailed involvement in student organisations; sitting on the board of not-for-profit organisations; or pursuing careers in impact-related fields.

The reasons for our engagement were often personal and included:

- A recognition of the very unequal society in which we live, particularly as South Africans;
- An understanding of the unique role of private philanthropy, particularly its ability to be more responsive, bold and nimble than corporate or institutional funding; and
- Admiration for the men and women who have dedicated their lives to uplifting vulnerable South Africans, and a desire to support them.

In 2018, our philanthropic engagement as a family had reached a point at which, although the various contributions were significant, they remained somewhat haphazard and disorganised. We knew that we were

“ We knew that we were making some sort of difference, but recognised that our collective impact was neither strategic nor optimal. We also recognised the growing influence of family philanthropy. ”

making some sort of difference, but recognised that our collective impact was neither strategic nor optimal. We also recognised the growing influence of family philanthropy. As a result, we spent some time together as a family reflecting on what we would like to achieve from a philanthropic point of view, and where we felt we would be able to make the greatest positive impact. This reflection took the form of a self-facilitated workshop, at which we agreed we needed to decide:

- How much money we would like/be able to set aside for philanthropic endeavours each year;

“Over time, family members change and program priorities change; what holds the family and its philanthropy together is the legacy of its values. This legacy provides continuity and our donor family believes it is that continuity – the family values – that gives the family philanthropy its special character.”

– BRUCE SIEVERS IN *LIVING THE LEGACY: THE VALUES OF A FAMILY'S PHILANTHROPY ACROSS GENERATIONS*

whom is a business associate closely linked to the family; and one of whom is a specialist in the field of philanthropy. All funding decisions, which will be proposed by the family, should ultimately be approved and signed off by the trustees.

Although we are less than two years into this process, we feel that we have made some important progress, and have also learned some valuable lessons which we intend to integrate into our foundation's strategies and processes. Some of the most relevant learnings have included:

- We have found it difficult to reach our budget targets in some focus areas. This has been due to a lack of capacity among certain grantee organisations in managing large donations, as well as our eagerness to gain a deep understanding of an organisation before allocating funds towards their activities;
- Many of the organisations with which we have worked have valued the opportunity to collaborate with us on deciding how the grant in question should be spent. We have welcomed this opportunity and recognise the benefits of affording the leaders of grantee organisations the ability to allocate funds to their priority needs;

- Our growing involvement in the philanthropic space has increased our awareness of the significant levels of activity that take place in all areas of family focus, and has heightened our desire to increase the linkages among relevant stakeholders in order to decrease both gaps and overlaps, and ensure effective collaboration as far as possible;
- We have found that establishing a formal PBO structure can be a difficult task, to which we should have allocated more time and resources; and
- We are becoming more aware of the many things we don't know and are excited at the possibility of continuing this learning journey alongside other families and civil-society stakeholders in the philanthropy space.

As a family we are grateful for the bonds that have been strengthened between family members through the work of our foundation, as well as the relationships we have developed with the organisations and communities we support. ●

Family Foundation: Grant Proposal Document

Name of beneficiary/beneficiary organisation	
Representative of beneficiary organisation	
Family member responsible	
Province	
Associated strategic goal	
Proposed grant amount	
Site visit carried out in the past 12 months	

Financial sustainability of organisation	
Governance of organisation	
Management capacity of organisation Strategic alignment	
Catalytic impact	
Monitoring and evaluation	

Description of organisation	
Description of project for which proposed funding will be used	
Amount, nature, duration and conditions of proposed funding	
Risks and mitigation plans	
Monitoring and evaluation indicators against which reporting will take place	

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making our world a better place



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50

Years of Grantmaking
Impact in South Africa



The love of humankind

Allan and Gill Gray's philanthropic journey



By Anthony Farr

THE ALLAN & GILL GRAY FOUNDATION was established in 2015 as the culmination of a number of philanthropic ventures undertaken by Allan and Gill Gray. In essence, this foundation was endowed with the family's controlling interests in the Orbis and Allan Gray asset management groups, as well as a portfolio of market securities. This brought to fruition the family's long-held intention to devote most of their wealth to philanthropic purposes leaving their descendants rich in humanitarianism rather than material assets. On 31 December 2015, while most of the world was pre-occupied with personal celebrations at the end

of another year, a brief one-page communication was sent to the clients of the Allan Gray and Orbis groups of companies, marking the beginning of a new global philanthropy: the Allan & Gill Gray Foundation.

The establishment of the foundation represented the culmination of a remarkable 60-year-long journey between two soul mates, Allan and Gill Gray. A journey that, from its humble beginnings in the Eastern Cape, touched many parts of the globe without ever losing the values of its place of origin, values rooted in a deep belief in the essence of ubuntu, a love of humankind.

On this journey, Allan Gray attended Rhodes University in the Eastern Cape and then went on to qualify as a chartered accountant. Increasingly fascinated by the world of investment, he then headed to Harvard Business School (HBS) with a view to introducing professional asset management in South Africa. He worked for Fidelity Investments in the United States (US) for longer than expected after graduating from HBS, before he and Gill returned home in 1973, when he founded what became Allan Gray (Pty) Limited, initially as a sole proprietor. The Cape Town-based business prospered and was followed, in 1989, by the founding of Bermuda-based Orbis Investment Management, which was established to manage global assets.

From the beginning, Gray took a holistic view of business, seeking to create benefit for all stakeholders rather than simply seeking to maximise shareholder value. "I wanted to make a positive difference in my daily work, by excelling on behalf of clients and earning their trust and confidence, thereby creating demand so that our services would only be bought and never sold," he explained.

This approach extends to the family's philosophy on philanthropy. Rather than viewing the practice as a way of "giving back", the family considers philanthropy a natural extension of what the Orbis and Allan Gray firms already do every day in trying to make a positive difference.

The ethos guiding the businesses is to create long-term value. In so doing, they make a broader contribution to society. Their philanthropy similarly operates along this continuum of trying to contribute – widening the scope of the same underlying intention to make a positive difference.

The family's first public philanthropic efforts included creating the Allan & Gill Gray Charitable Trust in 1979 and funding the Allan Gray Orbis

Fellowships at HBS in 1991. In 2005, Gray decided to take his philanthropic activities to the next level. "I wanted to be more strategic and to make an active, sustainable long-term contribution." This led to the establishment of three trusts, each formed with the shared vision of seeking to foster an entrepreneurial, equitable South Africa and forge meaningful employment opportunities.

The Allan Gray Orbis Foundation drives the Allan Gray Fellowship, which selects young South Africans with entrepreneurial potential and helps to fund their university education, as well as offering comprehensive support and mentoring to help them with their studies and promote their entrepreneurial and leadership skills as the start of a career-long journey towards being responsible business entrepreneurs.

The Endowment Trust underwrites this long-term commitment to students. Meanwhile, E², a South African Broad-Based Black Economic Empowerment (BBBEE) Trust, offers end-to-end business support and long-term capital to Allan Gray Fellows starting their own firms.

Key milestones in the journey

- 1973** Allan WB Gray founds the Allan Gray Investment Counsel which later becomes Allan Gray Limited
- 1979** Allan and Gill Gray create the Allan & Gill Gray Charitable Trust
- 1989** Founding of Orbis Investment Management in Bermuda
- 1991** Funding Allan Gray Orbis Fellowships at Harvard Business School
- 2005** Founding of Allan Gray Orbis Foundation
- 2007** Formation of E2 and Allan Gray Orbis Foundation Endowment
- 2011** Establishment of Allan Gray Centre for Values-Based Leadership at the University of Cape Town's Graduate School of Business
- 2013** Establishment of Allan Gray Centre for Leadership Ethics at Rhodes University
- 2015** Founding of Allan & Gill Gray Foundation



“From the beginning, Gray took a holistic view of business, seeking to create benefit for all stakeholders rather than simply seeking to maximise shareholder value.”

Then, in December 2015, the Allan & Gill Gray Foundation was established and endowed with the family's controlling interests in the Orbis and Allan Gray asset management groups, as well as a portfolio of market securities.

As Allan and Gill believe that their descendants are the best stewards of their values, the foundation's governance structure involves the family, giving them control of this humanitarian inheritance for generations to come. The governance structure also provides for the management of the Orbis and Allan Gray groups to be delegated to their respective executive management teams. The perpetual nature of the foundation empowers the executives to focus entirely on securing the long-term interests of their clients, free from the short-term pressures that third-party ownership can bring.

The dual philanthropic and client-centred purposes of the foundation embody Allan and Gill's belief that humanity is best served by

philanthropic acts undertaken in the public interest and for common good, and by everyday efforts in which individual skills are deployed to enhance the quality of other peoples' lives.

Allan and Gill believe the free enterprise system is much more effective than other economic systems in improving general living standards and benefitting humankind. However, they also hold the view that the survival of this economic system depends upon the few whom it rewards particularly well investing in improving the welfare of their fellow citizens to help them realise their full potential.

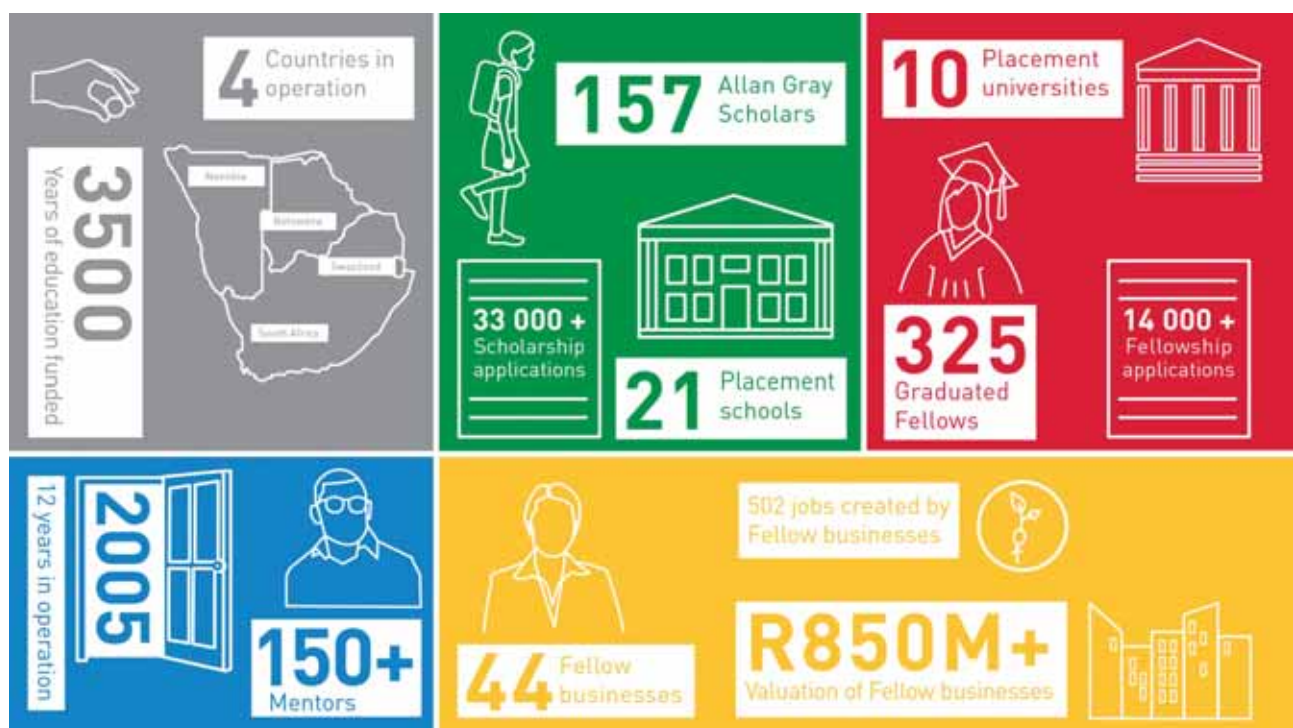
The foundation will therefore focus on active philanthropy, primarily pursuing internally developed programmes, initially with a focus on Africa. "We want to develop programmes that enhance the skills of young Africans to empower them to lead their citizenry and nations to a brighter future, which is certainly within their grasp," said Allan Gray.

Philanthropy, which means "the love of mankind" in the original ancient Greek, is a passion that Allan and Gill share with their entire family. Indeed, the establishment of the foundation was only made possible with the enthusiastic support of their offspring. Adding value for the long term and being of service to others is a family legacy that will extend well beyond Allan and Gill's own joint journey. ¹¹

Anthony Farr is the Chief Executive Officer (CEO) of Allan & Gill Gray Philanthropy Africa

“We want to develop programmes that enhance the skills of young Africans to empower them to lead their citizenry and nations to a brighter future, which is certainly within their grasp.”

Impact of the Allan Gray Orbis Foundation





Harry Oppenheimer

Ideas matter

History of the Oppenheimer Memorial Trust

By Clare Digby and Bobby Godsell

THE OPPENHEIMER MEMORIAL TRUST was established by Harry Oppenheimer in 1958 in memory of his father, Sir Ernest, who had occupied a dominant position in the South African gold and diamond industries for fifty years. The Trust has a long history of involving independent trustees along with family members on its Board and stewardship of the Trust has now extended to four generations ►►

of the Oppenheimer family. Over the past five years, distributions made by the Trust have ranged from R100 million to R130 million annually with roughly 60% allocated to higher education as part of a sustained effort to build the local academy. The Trust also funds basic education and early childhood development initiatives, as well as agencies actively engaged in the arts, policy research and advocacy work.

The Ernest Oppenheimer Memorial Trust (EOMT) was established by Harry Oppenheimer in 1958 to honour and celebrate the life of his father, Ernest Oppenheimer who, in 1902 at the age of 22, immigrated to South Africa. Ernest became one of this country's leading business-statesmen, founding the Anglo American Corporation in 1917, a major new Johannesburg-based mining finance house which built a dominant position in gold mining and the diamond industry. The Corporation became the single largest shareholder in De Beers by the end of the 1920s and Ernest assumed the chairmanship

of this company at that time. He remained in this role and as Chairman of Anglo American until his death forty years later.

Harry Oppenheimer, Ernest's son, joined the boards of Anglo American and De Beers in 1934 and for six decades presided over many successful developments domestically and internationally, including the opening up of the Free State goldfields; gold mining operations on the far west Witwatersrand; and the expansion of copper mining interests in Zambia. A few years after his death in August 2000, the EOMT was renamed the Oppenheimer Memorial Trust (OMT) to honour his memory. Both men were characterised by an unusual combination of entrepreneurial success, philanthropy and a deep commitment to civic duty and nation-building. Between them, they served 25 years in Parliament. Like his father, Harry was known both for his business acumen and his enlightened approach to the role of business in society. From the outset, these

characteristics not only informed the intent of the Trust and its activities but also motivated his decisions to establish the Anglo American Chairman's Fund, the De Beers Fund, and The Urban Foundation, among other important social investment initiatives.

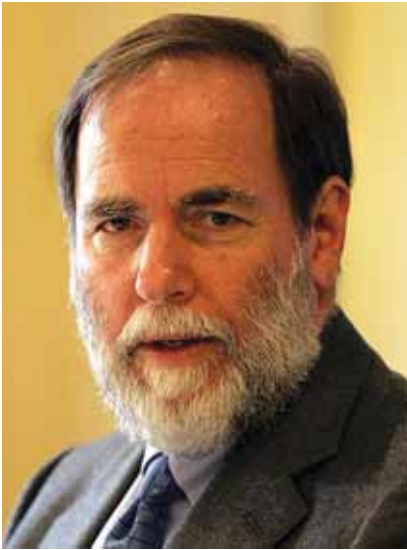
The founding Trustees included socially conscious businessmen, as well as experts in education. Bill Wilson and Harry Oppenheimer were instrumental in developing the ethos of the Trust and other key figures played a prominent part in its evolution through the 1960s to the 1990s, including Richard Hagart, Ian Haggie, Thomas Stratten, Keith Acutt, GR Bozzoli, Richard King, Mary Slack, Helen Suzman, Bobby Godsell, Nicky Oppenheimer and Michael O'Dowd. Subsequent appointments to the Board included Charles van Onselen, Jennifer Oppenheimer, Zanele Mbeki, Thero Setiloane, Wieland Gevers, Margie Keeton, Trish Trahar, Jessica Slack-Jell, Polly Carr, Mamphela Ramphele, Cheryl de la Rey, Jonathan Jansen, Devi Rajab, Leigh Bregman, Nomhle Canca and Loyiso Nongxa.



Harry and Ernest Oppenheimer in Amsterdam in November 1945. (Source: Wikipedia)

“ The Ernest Oppenheimer Memorial Trust (EOMT) was established by Harry Oppenheimer in 1958 to honour and celebrate the life of his father, Ernest Oppenheimer who, in 1902 at the age of 22, immigrated to South Africa. ”

Today, Harry's daughter and son, Mary Slack and Nicky Oppenheimer, continue as leaders of the Trust; and with the involvement of two of their children, Jonathan Oppenheimer and Rebecca Oppenheimer, on the 12-strong Board, the OMT now reflects the energy and interests of four generations of the family. Endowed at inception, the OMT has a long tradition of investing in education and other public-interest activities. The



From left to right: Nicky Oppenheimer, Mary Oppenheimer-Slack, Rebecca Oppenheimer and Jonathan Oppenheimer.

Oppenheimers donated an additional sum of R1 billion to the OMT in 2012, underlining the family's commitment to contributing to making a positive difference to South African society.

Over the past five years, the Trust has distributed of the order of R100 million to R130 million annually, with allocations to higher education constituting roughly 60% of the total in keeping with the Trust's consistent focus on this sector and its efforts to contribute to building the local academy. Funding for higher education at public universities in South Africa includes support for undergraduate education for capable students from poor backgrounds, merit-based

scholarships at postgraduate level and grants for high-level training, knowledge production and academic excellence. The flagship Harry Oppenheimer Fellowship, which carries a monetary value of R2 million and which ranks as one of Africa's most prestigious research grants, is a regular of the OMT's annual giving. More recently, the Trust has become a significant funder of resource and training organisations active in early childhood development and the basic education sector.

The Trust also has a proud record of supporting non-governmental organisations which contribute to the public discourse and the national

“ Over the past five years, the Trust has distributed of the order of R100 million to R130 million annually, with allocations to higher education constituting roughly 60% of the total in keeping with the Trust's consistent focus on this sector and its efforts to contribute to building the local academy. ”

agenda. The South African Institute of Race Relations is one of the longest standing such bodies but there are many other agencies actively engaged in the arts, policy research and advocacy work that promote values central to the Trust's vision that have benefitted from the OMT's support since inception.

The Trust's founder believed that ideas matter and the Trust has clear guidelines for all of its activities. It has, however, consistently sought to apply these guidelines in a spirit of wise judgment rather than bureaucratic compliance.

The continued, active involvement of Oppenheimer family members has ensured a dynamic connection to the life and values of Ernest and Harry Oppenheimer, while the significant involvement of the independent trustees ensures that these values connect to the challenges of contemporary South Africa.  

Clare Digby is Chief Executive Officer and Bobby Godsell is a Trustee of the Oppenheimer Memorial Trust



Supporting local organisations and initiatives

Transforming power and improving quality of life in communities

COMMUNITY FOUNDATIONS AND COMMUNITY GRANTMAKERS empower local communities to shape their own agendas and address what they see as their development priorities. In so doing, they transform the discourse between those in power and the people who the money is intended to help. This is crucial to

produce a more inclusive, sustainable, stable model for growth in sub-Saharan Africa, where elites can exert relatively unaccountable control over societies and economies and development has been characterised by inadequate consultation with local communities which have been afforded only limited access to



By Joanne Harding

financial and technical resources. Imagine a society in which communities determine their own priorities and ensure that these are addressed so that their needs are met and they flourish. In this picture, people are empowered with money and technical expertise to determine their own destinies. Marc Broere (2019), in



A women sewing project in the Eastern Cape.

an article titled “Shift the Power”, says the call to transform the power balance in development cooperation is growing ever louder and that the time has come for more local leadership. Development funding should not be about who can write the best proposal. It should be about mobilising and building a strong local base. In a world in which the space for civil society is shrinking, innovation and new ways of thinking will be required to champion and embed such a narrative.

Power and Control in Development

Development in sub-Saharan Africa has been characterised by inadequate consultation with local communities which have been afforded only limited access to financial and technical resources. Those with money and power have generally operated according to the belief that the kind of expertise that enabled a minority to enjoy massive wealth is the same as that required to address poverty and underdevelopment. Accordingly, in South Africa, despite a Bill of Rights and a progressive Constitution, there has been a lack of meaningful engagement with local communities by those in power. In Zimbabwe, civil society is silenced through violence and intimidation. An absence of trust and the widely held view that poor, vulnerable people are incapable of managing resources has meant that money is seldom passed to community organisations by international NGOs, business and government, thereby enabling people to determine their own priorities and agendas. In this context, it is therefore perhaps unsurprising that there are high levels of anger and conflict in communities which is often expressed through violent, destructive protests.

The Role of Community Foundations and Grantmakers

Community foundations and grantmakers have an important role to play in addressing this challenge. Community foundations are locally



Consulting grantees at a SCAT workshop.

“What sets community foundations and grantmakers apart from other types of organisation in the development arena is their commitment to building trust whilst consulting with and empowering local people to identify their assets, determine their priorities, and plan their own futures.”

based organisations which raise funds from the community, businesses and larger philanthropic entities which are then re-granted to organisations and projects in the local community. Community grantmakers are local, indigenous organisations which raise funds for specific focus areas and work with local community agencies. Both kinds of institutions do more than pass on money; they also build the capacity of community-based organisations to manage themselves and respond to community needs more effectively. What sets community foundations and grantmakers apart from other types of organisation in the development arena is their commitment to building trust whilst consulting with and empowering local people to identify their assets, determine their priorities, and plan their own futures.

Community foundations/grantmakers also change the discourse between those in power and the people the money is intended to help. They have a deep understanding of the values, cultures and assets in a community because they have invested time and resources in engaging with the local people and their cultures. In sub-Saharan Africa the principle of *ubuntu* is a core value and interventions shaped by this principle can be welcomed. Accordingly, Ikhalala Trust, an organisation working in the Eastern Cape in South Africa, has been championing asset-based community development (ABCD) in their approach to philanthropy. This methodology helps communities and organisations to identify both their tangible and intangible assets and then assess what can be done with these to improve lives.

African Models of Community Foundations

Few community foundations in Africa mirror those found in the Americas and some parts of Europe, either in their institutional formation or methods. However, community philanthropy is well developed and practised in Africa, for example in the form of “stokvels”; diaspora remittances to families; skills exchanges; the provision of food and clothing to the disadvantaged and those in crisis; and emotional support groups. Such philanthropy can help »



A feeding scheme in Ceres run by the Witzenberg Rural Development Centre.

“ Working where the people are, community foundations and grantmakers are able to act as catalysts for change. They move money to the places where it is needed most. ”

families to hold events like weddings and funerals; offer support to students seeking to graduate; provide relief in times of crisis; and enable individuals to purchase larger assets. It can offer a safety net for the vulnerable. Additionally, this type of philanthropy can bring welcome relief and sustenance in low and middle-income countries and emerging democracies recovering from the ravages of colonialism, civil war and environmental crises, in which governments are unable to meet the needs of their populations.

Community foundations/grantmakers can also provide loans in the form of start-up capital for new businesses and grant funding for projects which address socio-economic needs not being serviced by the government. For example, the Community Development Foundation Western Cape (CDF) in Cape Town works in impoverished, gang-affected communities on the Cape Flats; supports women's initiatives and promotes a healthy environment. The projects funded and supported by CDF provide respite from persistent gang violence, which has intensified in 2019 leaving many people in fear for their lives. Similarly, the Uluntu Community Foundation in Bulawayo, Zimbabwe, funds and supports groups living in extreme poverty, equipping them with business management and other skills, and providing farming equipment and seedlings.

Catalysts for Change

Working where the people are, community foundations and grantmakers are able to act as catalysts for change. They move money to the places where it is needed most. For example, the Social Change Assistance Trust (SCAT) reaches thirty communities in four provinces in South Africa, providing grants, organisational development training, mentorship and support. Raising funds from international and local funders in both the business and government sectors, using funds generated by its own endowment and moving this money into communities, SCAT is able to limit the influence of external agendas on the locally-based and run organisations that it supports. Accordingly, the local development agencies supported by SCAT address genuine community needs rather than offering

disconnected responses designed by far-removed development experts. In addition to the provision of financial and technical backing, SCAT provides training and organisational development support to ensure that community organisations are well-run and effective, and that their leadership is developed. SCAT, like community foundations, is also able to act as an intermediary for funders who wish to reach local organisations but lack the capacity and understanding to do so.

Action research conducted by community foundations enables international funders, government agencies and NGOs to reach a better understanding of the problems they are trying to address. For example, Community Chest in the Western Cape recently conducted a survey at ten schools on the Cape Flats to investigate patterns of absenteeism due to menstruation and other sex-education and female-health issues. The knowledge that it acquired as a result will help to forge interventions that take action where it is needed most.

Community foundations can also support the vital work of local organisations by publicising their activities to attract external resources. In this regard, community foundations play an important impartial, connecting role, standing outside the uncoordinated efforts of churches, government bodies, corporate social investment (CSI) funders and large development agencies, all of which tend to act in isolation in pursuit of their individual agendas. As an entry point to communities, community foundations play a key role in co-ordinating local plans, bringing a broad-brush approach to the specific development challenges encountered. The community foundations/grantmakers' capacity to bring local community resources to the table also strengthens their hand in the broader philanthropic environment at the same time that it empowers the local communities themselves.

Resource Mobilisation

Mobilising financial resources and technical assistance is a key function of community foundations. For the most part this means building an endowment. This can be done in various ways. Most foundations will keep some of the donations received from the community and external sources to build up the endowment which is then invested to maximise returns without compromising values.

An example of such a mechanism is Ditikeni Investments, which is a broad-based black economic empowerment (BBBEE) investment-holding company with a track record of acquiring investments and distributing the profits from these to its beneficiaries which are non-governmental organisations (NGOs). Ditikeni was established 20 years ago by a number of non-profit organisations seeking financial sustainability. NGOs use some of the funds produced by the vehicle for their

Taken together, such fundraising efforts can form the basis for establishing a foundation and building longer-term financial sustainability.

Corruption and the looting of government coffers pose a significant challenge in contemporary South Africa. Such practices are fuelled by greed and the desire to amass wealth on the part of a small group of privileged individuals. By contrast, the funds held by community foundations mostly comprise voluntary donations from the community, which are then given back to the community through local organisations and initiatives. By design and in its essence, this funding model fosters accountability to the community that contributed the funds. As a result, it also promotes high levels of transparency. Community foundations, grantmakers and community-based organisations (CBOs) report to the communities and funders that provide the resources, detailing how the funds are spent and how the endowments which have been ►►



Programme Officer Vuyo Msizi in Qongquotha in the Eastern Cape talking to men working in an agricultural project.

day-to-day running costs and may re-invest some of the dividends to build its endowment. Adopting another approach to building some financial sustainability, community foundations may start small by holding local events which generate a profit and bring the community together to raise funds at the same time as they approach firms and individuals to make donations.

“Community foundations can also support the vital work of local organisations by publicising their activities to attract external resources and play an important impartial, connecting role.”

accrued are used. Trust, underpinned by accountability and transparency, is crucial to the relationships between community foundations, communities and funders. In order to promote local philanthropy, SCAT holds a fund that can provide R5 for every R1 made from local fundraising. This encourages accountability between the local development agencies supported by SCAT and the communities in which they are based.

Trust, Relationships and Local Philanthropy

One of the most valuable contributions made by community foundations/grantmakers is the legacy of historical trust and social relationships that they build over time. This legacy helps sponsored projects to take root and have an actual impact. In addition, community foundations support the development of local leadership through capacity building and by promoting shared responsibility for managing money. Thus, local people are able to make strategic decisions and forge their own progress. Community foundations are founded by local leaders in the community; and community grantmakers are staffed by indigenous leaders who have expertise in NGO management and grantmaking. Building local leadership and transferring leadership skills are key functions of both organisational forms, which contribute to the longevity of CBOs.

Local philanthropy is important because it fosters resilience. Local communities can ensure that their own agendas are not lost to fluctuating political priorities. In times of crisis, local residents do not have to wait for external resources to come to their rescue, since community foundations are responsive and can ensure that the money is moved to where it is required timeously. In places that have been hit by floods, earthquakes, fires and other natural disasters, it is often community foundations/grantmakers that have played the intermediary role to ensure the funds reached the places where they were needed most. For example, the Community Foundation for the Western Region of Zimbabwe mobilised resources to assist people who lost their homes and land during floods caused by Cyclone Idai in 2019.

Like all organisational forms, community foundations change over time. Social justice approaches seeking to address the root causes of health, welfare and development needs have played an increasingly important part in shaping their agendas. By nature, most community foundations are non-partisan and apolitical. However, many have started to support social movements and other civil society efforts to address the forces and structural factors which contribute to inequality. In this regard, there is a need to address both the

safety-net gaps in society and the inequalities caused by the organisation of societies. In South Africa, where the levels of inequality are among the greatest in the world, it is increasingly important to contribute to campaigns that seek to change the way in which resources are distributed. In this context, community foundations/grantmakers are a useful vehicle which can contribute to building a strong, vibrant, truly inclusive civil society. 

Joanne Harding is the Director of the Social Change Assistance Trust (SCAT)

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An appreciative inquiry which is a methodology in the Asset Based Community Development Approach SCAT.



Philanthropy and independent journalism in support of democracy



By Bongiwe Mlangeni and Menzi Bhengu

INVESTIGATIVE JOURNALISTS HAVE LED THE WAY IN COUNTERING A CULTURE OF IMPUNITY IN GOVERNMENT and uncovering graft throughout the state. However, philanthropists have tended to overlook the importance of supporting independent media, which can help to promote a vibrant democracy; often choosing instead to back educational, religious and social-welfare initiatives which, notwithstanding their virtues, have

generally failed to drive systemic change. Accordingly, firmer commitments by philanthropists are required to strengthen investigative journalism and the civil-society ecosystem in which it thrives, and which it promotes.

For the past few years, a culture of impunity has appeared to take hold in the South African government and corporate sectors. State institutions entrusted with ensuring accountability and sound governance of public resources have faltered and corruption has undermined the fabric of the country's constitutional democracy. South Africa as a whole would have remained in the dark about the extent of the malfeasance orchestrated by both public officials and corporate actors had it not been for a small group of investigative journalists who worked tirelessly to expose the hollowing out of the state's resources. Through their

individual and collaborative efforts, these reporters pieced together the various aspects of what was revealed to be a systematic effort to usurp the machinery of the state for personal gain – the story of what came to be known as “state capture”.

These journalists played an important role in bringing the country back from the edge of even greater damage and fostered advocacy campaigns mounted by civil society to seek greater accountability from the government and protect the constitutional rights of ►

“Firmer commitments by philanthropists are required to strengthen investigative journalism and the civil-society ecosystem in which it thrives, and which it promotes.”

South Africans. They clearly demonstrated that a free press, muscled with skilled, courageous, investigative reporters, is indispensable for a vibrant democracy and an empowered citizenry.

Much of the impactful investigative journalism undertaken by independent media outlets over the past decade has been supported by foundations and philanthropists, indicating the probable future trajectory of such journalism. The non-profit sector has supported, and is likely to continue to support, the efforts of independent reporters. However, although investigative journalism has demonstrated its broader value, funding for this work remains at low levels.

“Much of the impactful investigative journalism undertaken by independent media outlets over the past decade has been supported by foundations and philanthropists, indicating the probable future trajectory of such journalism.”

There were some promising shoots of hope two years ago when the pool of individual major donors for this area of activity appeared to expand. For example, in 2017, the Social Justice Initiative (SJI) collaborated with a group of wealthy local entrepreneurs, who mobilised their networks in support of investigative journalism and raised significant amounts. At the same time, SJI was able to mobilise matching funds which were invested in a number of independent media houses and associated advocacy organisations.

Then “Ramaphoria” happened. A wave of excitement over the possibility of Cyril Ramaphosa becoming president of the country appeared to infuse some sectors of society with great hope. Attention was distracted from the persistent problems that the government still faced; and the interest of individual major donors in funding investigative journalism and advocacy waned. In some ways, this response came as no surprise.

A similar trend emerged after the introduction of democracy in 1994 when a wave of excitement driven by “Mandela magic” overtook philanthropy. The importance of

funding independent media and civil society organisations to strengthen democracy was overlooked in the rush to support educational, religious and social-welfare initiatives. Notwithstanding the impacts of some of this support, it has, arguably, failed to drive systemic change in the past 25 years, or prove of any great use in defending democracy when it has come under threat.

Meanwhile, the fourth estate clearly requires increased investment in order to continue to perform its function of promoting democracy. In this regard, it has been encouraging to see the Open Society Foundation for South Africa (OSF-SA), partnering with the University of the Witwatersrand and Rhodes University to launch a special programme to produce the next generation of investigative reporters.

However, it is clear that greater support from philanthropy is needed to enable investigative journalism to thrive, together with the civil society context in which it operates. For example, funding is required to establish adequate frameworks to protect and support whistle-blowers; and mount advocacy campaigns and legal processes that can produce tangible outcomes when journalists uncover serious wrongdoing. In addition, support should be offered to organisations seeking to track and counter “fake news” that may be disseminated to undermine democracy.

The task of building solid, accountable state institutions requires active citizens who are informed and can hold their leaders to account. Accordingly, South Africa needs its independent, investigative media to be sustained and improved as part of broader efforts to safeguard the country’s constitutional democracy and ensure that it equitably serves all people living here. 

Bongiwe Mlangeni and Menzi Bhengu are Executive Director and Snr. Relationship Manager at the Social Justice Initiative.



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A journey of learning



Zenex Foundation's Monitoring and Evaluation (M&E) Experience



By **Gail Campbell**

THE ZENEX FOUNDATION has made great efforts to integrate M&E processes into the projects that it funds in the belief that proper evaluation of impacts can not only

inform these and future initiatives, but foster evidence-based planning across the education sector and provide tried-and-tested models that may be implemented more widely to improve outcomes. Many lessons have been learned along the way in terms of the development of strategies, planning and implementation in line with the requirements of effective M&E, including the importance and benefits of engaging project participants directly in evaluation processes.

Since the birth of the Zenex Foundation in 1995, monitoring and evaluation (M&E) has been such an integral part of its approach to grant-making in the field of education that it may be considered to be part of the foundation's DNA. Which is not to say that it has been a smooth journey. However, with high-level buy-in from Zenex's board of trustees, an evidence-based approach

underpinned by research and M&E has been adopted by the foundation as part of its modus operandi.

The education sector has played a leading role in using evidence to drive decision-making and has been at the forefront of developing the M&E discipline. This is perhaps unsurprising given the education system's focus on tracking and responding to children's learning through assessment. Beyond the education sector, M&E has now taken root more broadly across the government in the wake of the establishment of the Department of Planning Monitoring and Evaluation (DPME). In addition, there has been widespread donor interest in, and support for M&E in order to foster a better understanding of what works and doesn't work in any given programme and under what conditions, as well as how and why things are working or not working.

The Purpose of Monitoring and Evaluation: Building a Body of Evidence

The purpose of M&E is about more than just monitoring and accounting for a project's implementation and tracking any changes among its participants, although these are important functions. M&E, if properly integrated into an organisation or project, can support planning, reporting, learning and contributing to the production of more effective solutions in future. This is a crucial function for philanthropy, since many of the development challenges that it addresses may be termed "wicked problems" (Rittel 1973). There is often no single solution for broad socio-economic challenges, such as those faced by the education sector in South Africa, which tend to exhibit a complex set of interdependencies. For this reason, Zenex's primary interest in M&E is as a tool for learning that, by identifying how and why certain initiatives and projects succeed or fail, can provide a model for evidence-based planning in this field and help to create a more effective education sector.

At the same time, it is important to note that the Zenex Foundation has previously conducted evaluations of its projects primarily in order to build a body of evidence to inform and

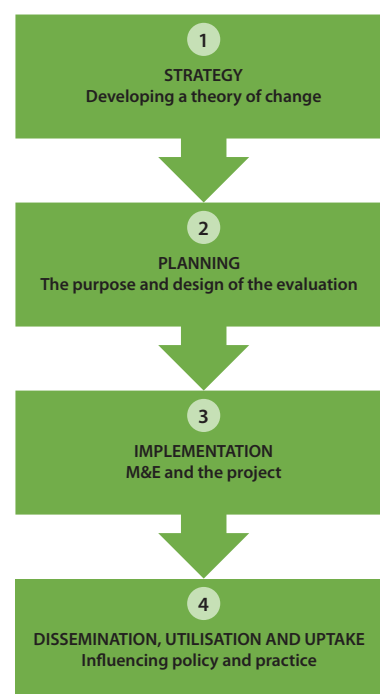
improve the strategic direction of these initiatives. For example, a project which it funded that had been designed to improve pupils' performance in maths and sciences in isolation was amended to include support for English from 2007 after M&E focussed on the initiative's impact found that the pupils needed to acquire a good level of proficiency in English in order to engage properly in the maths and sciences training on offer. So, the project focus was adjusted.

At the same time as Zenex has attached increasing importance to M&E as an invaluable learning tool, it has also come to understand that evaluations cannot provide a single definitive solution because of the complexity of the problems being addressed. Accordingly, it has been argued by some that the money allocated to M&E could be better spent on project activities that may have a direct effect on improving educational outcomes. The argument presents a particularly sharp moral conundrum for grant-makers working in education, given the scale and complexity of the need in the sector. Evaluations do indeed represent an additional cost. However, the importance of M&E for ongoing learning about which kinds of activities and projects can be most effective should also not be underestimated.

When M&E is embedded within an organisation, it shapes how that body formulates its broad strategy; the kinds of plans it develops; the implementation processes that it follows; and how beneficiaries may be engaged, and respond to, the findings on project impacts. The four steps of the M&E process are outlined below.

FIGURE 2: The Four Steps of the M&E Process

THE FOUR STEPS OF THE M&E PROCESS



Jika iMfundo 2015-2017: Why, what and key learnings

FIGURE 1: Purposes of evaluation (Source: <https://www.iied.org>)



Step 1: Strategy: Developing a theory of change

The first step is developing an organisational strategy and a theory of change (ToC) which underpins this strategy. Developing a theory of change moves an organisation away from what Professor Mary Metcalfe in her report titled *Jika iMfundo 2015-2017: Why, what and key learnings* refers to as "magical thinking". Having good intentions; funding a good idea; and having a good policy will not necessarily, or "magically", make change happen. A theory of change entails carefully outlining the actual pathways that may need to be followed to effect change. The Zenex ►►

Foundation has learned a number of lessons about forging a theory of change, including that:

- A theory of change should avoid linear cause-effect assumptions. Williams and Van 't Hof (1978) noted that ToCs must take account of the complexity of “wicked problems”. A theory of change should not be seen as a static, and thus quite blunt, instrument. The ToC should be adapted according to the feedback from the evaluations that are conducted into the effectiveness of the projects and programmes concerned. For example, Zenex developed an initiative in which pupils from socio-economically deprived backgrounds who showed potential were placed in better-performing schools. The “if-then” expectation was that, as a result, they would matriculate with good grades, thus increasing the pool of black pupils able to access maths and science careers. However, an evaluation of the programme indicated that it required more than individual potential and a good school to produce this cadre. Other components needed to be added, such as additional academic and psycho-social support; mentors at schools; and advice on career choices, university applications and bursaries.

- Adopting a participatory, inclusive approach to developing a theory of change for a project or programme takes time and has cost implications. At Zenex, such processes generally involve the team at the foundation; an external team of evaluators to whom the M&E is subcontracted; the partners from the non-governmental organisation (NGO) concerned; and the relevant education department officials. Such processes generally entail thoughtful conversations to unpack what success may look like; outline the assumptions and spheres of accountability underpinning the project; identify

the factors that may affect success; and matching the project resources to anticipated outcomes.

- The development of appropriate ToCs requires an “involved” donor or what Zenex terms an “interventionist” donor. In this regard, Zenex has moved away from a proposal-driven grant-making approach to one in which it plays a much more active role. Although the foundation understands that this form of grant-making may be criticised for being donor-driven, it has also received feedback from non-profit and government stakeholders indicating that this approach is welcomed since it has moved Zenex away from being a distant funder to being integrally involved (Zenex Foundation 2017).

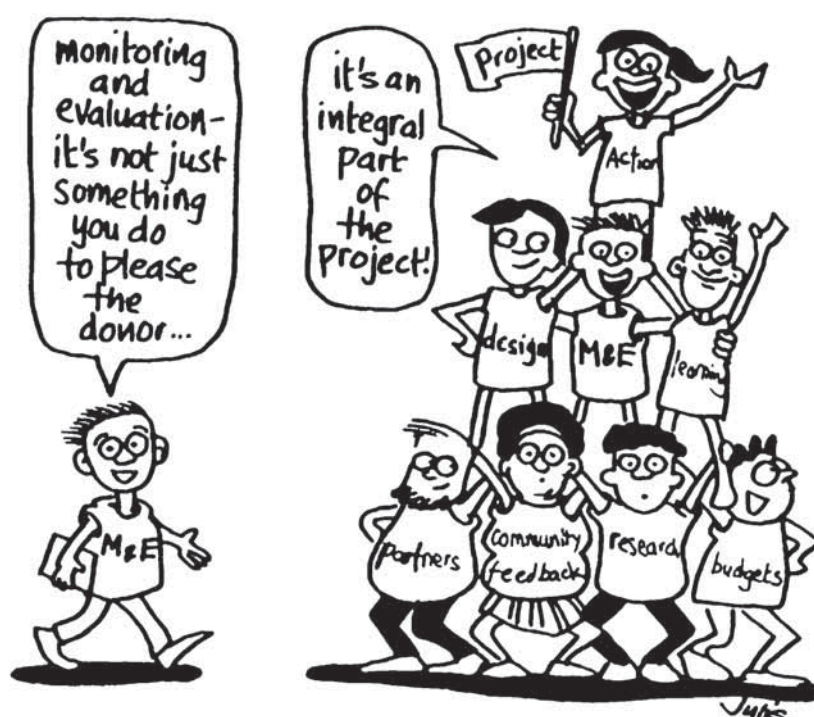
“ Zenex has moved away from a proposal-driven grant-making approach to one in which it plays a much more active role. ”

Step 2: Planning: The purpose and design of the evaluation

The evaluation team contracted by Zenex uses the theory of change as a map according to which it designs the evaluation and data collection processes for the projects supported by the foundation. The design of the evaluation process for any given project must be linked to its purpose and the broader value and credibility of the evaluation itself. A number of lessons have been learnt in relation to designing appropriate evaluation processes:

- * Pilot projects and innovative programmes require detailed information on delivery and participant experiences. For example, in a pilot literacy project sponsored by Zenex, evaluators used a case-study approach, collecting fine-grain data from each participating school in order to produce a better understanding of the impacts of literacy teaching in a range of contexts: urban and rural; multi-lingual and-mono-lingual; and more resourced and less resourced. »

FIGURE 3: A participatory approach to M&E (Source: <https://community.namati.org>)



- In looking at impacts, evaluators measure results and attribute them to the intervention. In order to produce conclusive findings on which results may or may not be attributed to the particular intervention, the best approach is to adopt an “experimental” approach, in which the impacts are also measured in a significant number of “control” environments. However, the “experimental” approach is a relatively expensive form of evaluation. Previously, in an effort to manage costs, Zenex selected too few “control” schools for testing and, as a result, found in a 10-year review it conducted in 2007, that it lacked conclusive evidence on the success or otherwise of its interventions.

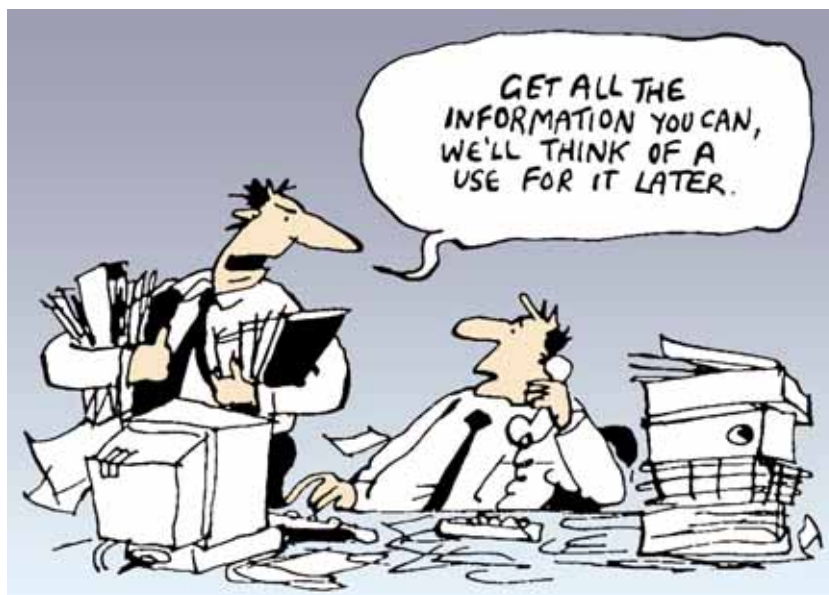
- Zenex’s grant-making approach has changed. Previously, the board approved project grants and then commissioned an evaluation. Implementation would often proceed before an evaluation team had been recruited. Now, evaluation is included in the design and planning of projects from the outset; and the grant-making proposals for both the project and evaluation are submitted to the board simultaneously.

Step 3: Implementation: M&E and the project

Most of Zenex’s evaluations run in parallel with the implementation of the projects themselves and are participatory in nature. The funders; the NGO partners; the relevant school community, including the teachers, the pupils and the parents, are all involved in collecting the data and there is frequent discussion of evaluation findings. Thus, the M&E process is owned by all the stakeholders as part of the project, which promotes learning among the participants. A number of lessons have been learnt in this regard:

- The data chosen for collection must relate to the outcomes being tracked. For example, Zenex learnt that, in monitoring teacher training programmes, it was necessary not

FIGURE 4: How not to collect data (Source: <https://community.namati.org>)



only to track attendance but also to link attendance to the individual teachers being trained. For example, in one project, although attendance levels of 95% were recorded, it became clear on closer inspection that a great number of different teachers were attending the various training sessions, many of whom were not among the group of teachers originally targeted.

- Involving all participants in collecting monitoring data requires a capacity-building approach. For example, in one large-scale initiative involving 12 NGOs conducted across four provinces, the participating organisations were trained to input, check and analyse the appropriate data. They were also taught how to use this data to inform the project’s implementation.
- An independent evaluation team is not always required to implement M&E. In one teacher-training programme, the participating teachers kept diaries reflecting on what they had learnt; and the NGO partner collected the attendance and participant-feedback data. In addition, since the teachers were undertaking an accredited training programme, the results from the responsible tertiary institution could be used as a measure of the outcomes.

“The M&E process is owned by all the stakeholders as part of the project, which promotes learning among the participants.”

Step 4: Dissemination, utilisation and uptake: Influencing policy and practice

Michael Quinn Patton (1978) has written extensively on utilisation-focused evaluation. This method employs the principle that evaluation should be planned and conducted in a way that enhances its utilisation and uptake. Accordingly, the dissemination of M&E results to those participating in the projects it supports is an essential part of the evaluation methodology promoted by Zenex. However, effective engagement in relation to the communication of the results of evaluations faces a number of challenges:

- In general, people don’t like to receive bad news. It is therefore important to place the emphasis on the importance of learning from the results of evaluations and how they can be used to create improvement, particularly if the evaluator’s »

judgement is that a project or the components of a project have failed to achieve the targets that were set. For example, in one project, instead of focusing on the poor results of pupils, the participating schools were engaged at a problem-solving meeting, at which realistic, incremental targets for learning among their pupils were established.

- Zenex has learnt through experience that evaluation findings have to be carefully curated and that ethical guidelines must inform how, when and whether they should be published. In one case, the foundation presented interim findings of an evaluation, which had not yet been disseminated among the teachers participating in the programme, at a research conference attended by the media. To the foundation's horror, this led to a headline which took the findings out of context: "300 primary school teachers fail Grade 3

English test". In the aftermath, Zenex had to invest in renewed trust-building processes in support of the project.

- The process of creating sectoral change can be slow and a number of different strategies for disseminating evaluation findings to inform policymaking and practices more broadly may be required. Some important evidence may be shared at multiple forums; some may be used to engage particular individual opinion-formers and organisational influencers, and some may be used in advocacy. In addition, efforts to promote broad change cannot be led by one organisation alone; they require collaboration and the establishment of coalitions.

Building on its experience of integrating M&E into the projects that it supports, Zenex has now embarked on a programme to strengthen the M&E eco-system within the education sector more broadly. To this end, it has

focussed on developing emerging black evaluators and on strengthening the M&E capabilities of NGOs. The foundation is also increasingly focussing on the utilisation and uptake of M&E findings, to inform both its own work and that of the education sector more broadly. 

Gail Campbell is Chief Executive Officer of the Zenex Foundation

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The Grindrod Family Centenary Trust was established in 2010 at a family Reunion in Durban to celebrate the centenary of Grindrod Ltd. The family chose to focus on education, specifically supporting early childhood development and teacher training in KwaZulu - Natal. The GFCT actively seeks to connect like - minded funders to encourage collaboration and better informed funding in the education sector.

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Comments and quotes



Anthony Farr, CEO of Allan & Gill Gray Philanthropy Africa

“For philanthropy in South Africa to be able to maximise its potential impact for the betterment of society it is essential that there be collaboration between the different philanthropic stakeholders. IPASA provides a unique platform for this to happen as well as creating opportunities for continuous learning and upskilling. South Africa’s challenges are complex and deep rooted – they are much bigger than any single organisation. We must therefore work together and IPASA allows us to do that more effectively.”



Anne Marie Bury, Trustee, Grindrod Family Centenary Trust

I am still learning about Philanthropy in South Africa & I find the events organised by IPASA are always

thought-provoking & inspiring. The things I learn at IPASA events inspire me to stay focussed on co-creating our country & to find meaningful ways in which to do this. I have also met lovely people through IPASA & always look forward to seeing everyone again. It is interesting to hear about the various issues other organisations (international & local) deal with and to find areas of commonality. The annual symposium has become a highlight of my calendar.



Sibongile Khumalo, Executive Director, The Learning Trust

“As part of the IPASA network, The Learning Trust has had the benefit of belonging to a community of like-minded philanthropists and funders. The network and its sharing platforms have contributed to our funding practice as an organisation, but also in thinking about how we support our grantee partners in their journey with us. The peer learning sessions are a space for stimulating discussion about what works and what doesn’t across sectors. I’ve personally also been able to frame my

thinking around what giving means, who should be giving and the extent to which I am part of a bigger whole, working to make South Africa a better place. In this way, it has expanded my own view of philanthropy and inspired me to give outside of my work.”



Halli Manolakos-Tsehisi, Executive Head of Foundation, Students for a Better Future, Andreas & Susan Struengmann Foundation

“For our foundation to maximize our programmatic impact, it is absolutely essential to partner, learn and improve our work through a networking platform such as IPASA. IPASA provides a very unique space, which enables leaders from the various foundations and philanthropy organisations to collaborate together, understand our unique offerings and look for spaces to listen and learn from one another. Through the platform we are able to partner together to better empower the country and change the realities of the most needy in the communities we serve. “»



Jacquie Howard,
Investec Wealth & Investment

"IPASA provides us, as Investec Philanthropy, with access to various foundations, philanthropists and funders, all of whom share their unique perspective and insight into South African philanthropy. The annual symposium and peer-learning sessions provide an opportunity to network, engage with and learn from a diverse group of passionate individuals and

organisations alike. The content and discussion are thought-provoking and always provide a robust debate leaving us inspired, personally and professionally, to approach philanthropy with a new lens."



Mamo Mohapi, Programme Officer,
The Charles Stewart Mott
Foundation

IPASA provides a platform for philanthropy practitioners from diverse backgrounds and institutions, to connect with one another and learn together. Being a member of IPASA has connected me to the field of philanthropy in South Africa. With no professional association for grantmakers in South Africa, IPASA has become an essential platform for professional development. Through IPASA, I have been able to keep abreast of developments in giving in South Africa and build strong relationships with members with similar interests. It has been enriching to also be a part of a national association that is linking to the field of philanthropy in the continent and the rest of the world. IPASA has become the face of philanthropy in South Africa and its strength is through its members. I look forward to seeing the network grow and reflect the nature of giving in South Africa.

CATALYSING CRITICAL CONSERVATION COLLABORATIONS

WHO WE ARE

The Lewis Foundation's story is one of passion and commitment, starting with a couple's visionary dream to create a society that is actively committed to nature conservation and animal protection.

WHAT WE DO

We fund conservation and animal welfare programmes, striving for world-shaping environmental impact.

HOW WE WORK

We do not accept unsolicited applications but concentrate all our efforts in supporting a few, strategic interventions, which are dynamic and complex and have the potential to catalyse systemic change. Via a process of stakeholder engagement and research, we identify priority focus areas and work with multiple partners to co-develop and co-create collaborative solutions.

CURRENTLY FUNDED PROJECTS

GreenMatter, is a driving force for the implementation of the **Human Capital Development** Strategy for Biodiversity. Under the mandate of the South African National Biodiversity Institute (SANBI) and together with a national network of partners, a

skilled, committed workforce is being nurtured to provide leadership and management skills to secure a sustainable future for South Africa. <http://www.greenmatterza.com/>

A review of the **Animal Welfare Legislation** is a long-term stakeholder based engagement led by the Endangered Wildlife Trust and the Centre for Environmental Rights, to aid improvement of welfare law and its implementation. <https://cer.org.za/reports/fair-game>

A recently catalysed conversation on pathways to achieve a **Just Transition to a low carbon economy** is gathering momentum.

Lewis's engagement as a member of the **Independent Philanthropy Association of South Africa** (IPASA) ensures we engage in best practice, contribute to a united voice for philanthropy and strengthen our efforts through collaboration.

<http://ipa-sa.org.za/>

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THE LEWIS
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ASSOCIATION SOUTH AFRICA

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