



Perspectives and Stories of South African Philanthropy



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We believe that committed and knowledgeable philanthropists can make a meaningful impact and facilitate change for the better in South Africa. By associating as IPASA, philanthropists and philanthropic foundations contribute to a learning agenda, enabling thought leadership amongst members, who come from diverse backgrounds and practice. This facilitates collaboration and builds a culture of giving amongst South Africans. The power of IPASA lies in its ability to bring organisations and communities together that would not otherwise connect.



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Contact us

Email: thuli@ipa-sa.org.za Website: www.ipa-sa.org.za Tel: +27 72 148 5880

Address: Unit 307, 203 Park Corner, Cnr Bolton Road and Jan Smuts, Rosebank 2196, Johannesburg

Editor

Shelagh Gastrow

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Consultant Editor

Mark Paterson

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Michael Daries

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[©]Contents



Features

- **MESSAGE FROM** THE EDITOR
- MESSAGE FROM THE CHAIR OF IPASA
- **COVID-19 AND OUR** RESPONSIBILITY **TO GIVE**



- **EVOLVE, GROW** AND ADAPT The Harry Crossley and Doris Crossley Foundations
- A PATHWAY TO PROFESSIONAL SUCCESS Moshal Scholarship Programme
- TRUE PHILANTHROPY TRUE FINE. LISTENING Kolisi Foundation

FOOD SECURITY AND SELF-RELIANCE

The Ackerman Family Foundation

- **RESPONDING TO THE CLIMATE CRISIS IS AN** INVESTMENT IN AFRICA'S DEVELOPMENT
- **IKHALA TRUST** A strengths-based community development incubator and grant-maker in South Africa
- THE INTERPLAY **BETWEEN SOCIAL** JUSTICE AND PHILANTHROPY
- COMMUNITY **FOUNDATIONS** Placing communities at the centre of development



TAKING ANTI-RACISM IN EDUCATION PERSONALLY



WORKING TO END GENDER-BASED **VIOLENCE AND FEMICIDE** IN SOUTH AFRICA

Ford Foundation

JUST CHARITY A Christian perspective of philanthropy

MORE THAN

- **GIVING AS AN ACT OF FAITHS**
- **GIFT OF THE GIVERS** 4**L** Photo Essay

- **BALANCING SHORT-**TERM EMERGENCY **RELIEF WITH LONG-**TERM STRATEGIC **PHILANTHROPY**
- TIME TO REFLECT The regulation of philanthropy in South Africa
- **LEVERAGING AFRICA'S COLLECTIVE WEALTH** A Pan-African perspective



FACILITATING CONNECTION AND STRATEGIC COLLABORATION

> The role of philanthropy associations

50 BOOK REVIEWS







By Shelagh Gastrow

HE CONTEXT FOR THIS YEAR'S REVIEW
OF SOUTH AFRICAN PHILANTHROPY
INCLUDES A NUMBER OF MAJOR
DISRUPTORS IN SOUTH AFRICAN SOCIETY
and the philanthropy sector now needs
to explore how to move forward in
response to these and more generally.

Whilst philanthropy was coming to grips with Covid-19 in 2020-21, the world continued to face the impacts of global warming which affect many communities in South Africa in terms of food security, access to water, the movement of people to urban areas and increased poverty. In July 2021, the country also experienced the chaos of a week of violence and looting which

followed the jailing of former president Jacob Zuma and which led to the destruction of key infrastructure in KwaZulu-Natal and Gauteng; the blocking of highway traffic; the burning»

The challenges faced have been exacerbated by a culture of low accountability in parliament and the government which has allowed corruption, incompetence, extortion and criminal activities to thrive.

of trucks essential to the delivery of key resources; and the destruction of shops and malls which provided access to food and goods for local communities. What was clear was that the state could not protect its assets or its people, and it was left to residents and civil society formations to prevent further destruction in neighbourhoods and elsewhere across the country. The challenges faced have been exacerbated by a culture of low accountability in parliament and the government which has allowed corruption, incompetence, extortion and criminal activities to thrive.

Developing philanthropic strategies in a time of mayhem is extremely difficult. How does an individual or foundation consider making donations or grants when the current context is so complex and difficult to navigate and the future is blurred? What became clear to many was the interconnectedness of all systems the economy, the environment, governance, health, food security, education and more. The past year has also heightened the importance of issues related to gender-based violence, social inclusion, climate change, corruption and technology. For many, philanthropy is viewed as a charitable form of giving that responds to immediate needs. Indeed,

this kind of giving was clearly evident during the Covid-19 lockdowns when people were desperate for food and shelter and again in July 2021 when access to shops, even in the most distant rural areas, was severed. On both occasions, food parcels and other essential goods were collected and distributed across the country.

Perhaps the organisation that came to symbolise this kind of philanthropy most publicly during this period was Gift of the Givers, a South African disaster relief-group which responds rapidly to all kinds of humanitarian needs including, in the past year, those related to health and Covid-19, as well as food and water security. In times of crisis, the kind of quick reaction produced by such organisations in response to immediate, specific challenges is important and plays a major part in addressing society's needs.

Yet, strategic philanthropy also is crucial, particularly so that society may be more resilient and more empowered to meet its own needs. Accordingly. this edition of the Review includes many stories and perspectives which tend to consider the broader approaches and planning required to achieve the longer-term goal of systemic change. The accounts in this edition are wide-ranging, reflecting the

diversity that is found in South African philanthropy. There are stories on the creation and functioning of foundations by individuals and families. There are opinion pieces on a range of issues related to philanthropy including its regulation; its response to the changing environment; the importance of community foundations and intermediary funders; and the role of religion in activating philanthropic activity. There are articles describing how philanthropy has played a role in dealing with gender-based violence as well as diversity and inclusion.

We also include two articles reflecting IPASA's own response to humanitarian needs in a complex context that also requires long-term systemic change through collaborative partnerships.

One of the purposes of this *Review* is to share the thinking and experiences of those involved in philanthropic work in South Africa to encourage others to join the philanthropic movement. The example of individuals such as Rachel and Siva Kolisi. François van Niekerk and Martin Moshal shows what is possible and the kinds of impact that can be made from small beginnings. The Ikhala Trust offers a wonderful example of how a small intermediary donor can make a major impact on the communities with which it works; and the Denis Hurley Centre shows how multi-faith activity can bring religious givers together to make a difference.

As well as providing an insight into the nature of contemporary philanthropy in South Africa, the hope is that the stories and perspectives in this 2021 edition of the Review may also inspire others across the country to consider philanthropic giving or to make contributions to organisations which can effectively use these private resources to advance their objectives. 99

Shelagh Gastrow advises the philanthropy, non-profit and university sectors on governance, fundraising and organisational sustainability.

In times of crisis, the kind of quick reaction produced by disaster relief organisations in response to immediate, specific challenges is important and plays a major part in addressing society's needs.

The Gift of the Givers Foundation is the largest disaster response non-governmental organisation of African origin on the African continent







By Sarah Rennie

The stories that are told in the *Review* are a testament to philanthropy that works.

HIS IS THE THIRD PUBLICATION OF THE ANNUAL REVIEW OF SOUTH AFRICAN PHILANTHROPY. There has been a great deal of positive change and growth at IPASA since winter 2019 when I penned my first Note.

Then, at four years old, IPASA was emerging as a vibrant philanthropy

emerging as a vibrant philanthropy association, led by a new Executive Director, Louise Driver. We were in the process of building a thriving local philanthropic community.

Then Covid-19 arrived and we were thrown into a changed world, in which the embedded problems of the country were violently surfaced, requiring of the IPASA community to engage more deeply, with more trust and more commitment to change for the better. In 2020, I wrote about the work that IPASA had undertaken to help its members, and the wider giving community, to quickly and helpfully

respond to the food, medical, GBV, small business and other multiple needs. IPASA meetings were convened frequently and on-line. Guidelines were produced and, through the community, opportunities for giving wisely were evidenced. We realised that members wanted to learn from experts, share information and experiences and problem-solve together. The need for social justice and a response to the climate crisis were highlighted in the midst of a pandemic.

The lessons of 2020 have changed the way IPASA fulfills its mission. From three face-to-face member meetings a year, we now host a range of opportunities for members, and others, to engage on a monthly basis. Our new website offers content that can inform and guide strategic and grant-making decisions and the partnerships that we have built with other local, regional and had had been strategically regional and had been strategically regional regional regional regional regional regional regiona

international organisations add a richness to our discussions, as well as opportunities for sharing local knowledge and building relationships.

Now, looking forward to 2022, I am confident that IPASA will continue to grow in purpose and impact. There is a richness of discussion and a commitment to act in our community that I believe will lead to profoundly improved philanthropic practice. There is also an emerging collective voice in philanthropy that I think will be increasingly heard, whether it be on climate change, gender- based violence or addressing inequality in education.

The philanthropic community in South Africa has shown its deep and lasting commitment to this country and its people through its wide-ranging support. The trusts and foundations that are a part of the IPASA community help with ideas, funds, networks and close relationships of support with

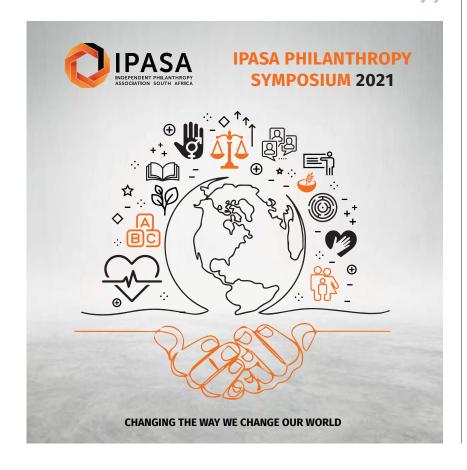
organisations throughout the country. These are often non-profits and social enterprises that are working in communities, in schools, in universities, in hospitals, clinics, in food gardens, in shelters, in informal houses, in remote villages. They are the think tanks. researchers, advocates, entrepreneurs and small businesses, the activists and government officials. They are an enormous resource to our country, a thick, interwoven tapestry of people who are committed to making a positive difference in people's lives and

The IPASA Annual Philanthropy Symposium 2021, a two-day in-person event from 2-3 November focuses on changing mindsets and changing practice, to allow for real transformational change. providing opportunities and help where it is needed most. It is clear that this pandemic and the recent unrest has shown us that, as communities, with this interweaving connection of support and resources, we can - and we must - solve our own problems. We cannot wait for government, or some other "saviour" to step in and provide us with solutions. We must act as creative, listening problem-solvers, as donors, as citizens and as change agents. And we must do so with the multiple partnerships we have formed in the spaces of civil society, business and government that will guide and act with us. IPASA is able to act as a conduit, a way-pointer, an enabler and a reflective space for philanthropists.

There are many detractors of philanthropy and it is worth paying attention to their arguments. However, the IPASA community is certainly not about the following: it is not about the "feel good" factor of giving; it is not about displaying a "foundation" as a trophy for the wealthy; it is not about the easy gratification of exercising power. No, these are not the concerns of the IPASA community. Instead, my experience has shown that the IPASA community grapples seriously and creatively with the hard, complex problems we face as a society.

In this difficult time, when feeling hopeful can feel tenuous, the stories that are told in the following pages are a testament to philanthropy that works. That is, philanthropy that humbly understands it role, that works within its tapestry of relationships, that collectively claims that space for local, social solutions to our problems while also tapping into global knowledge and experience. Most importantly, these stories are touchstones of the serious and difficult work of creating hope and imaging a future with possibilities. 99

Sarah Rennie is the chairperson of the Independent Philanthropy Association South Africa (IPASA)









By William Gumede

OVID-19 REPRESENTS THE BIGGEST
CRISIS OF OUR GENERATION; AND IT IS
UNPRECEDENTED IN SOUTH AFRICAN
HISTORY. Even before Covid-19 struck, the
health of the South African state,
economy, politics and society was dire as
a result of corruption, mismanagement
and indifference on the part of elected

public representatives – all of whom have undermined the government's capacity to implement effective strategies to overcome the disastrous financial, health and social impacts of the pandemic.

The government, the private sector, civil society and individual citizens need to collaborate in order to overcome the multiple Covid-19 health, social and financial crises quickly, sustainably and peacefully. Without such collaboration, the country is likely to experience protracted economic stagnation, as well as a breakdown in social order and persistent violent unrest.

Philanthropy, the act of giving, whether in terms of money, skills or time, is a critical element of the all-of-society collaboration required to tackle the complex impacts of the Covid-19 crisis.

In fact, given the failure of the South African state in general and the continuing deep levels of poverty, unemployment and inequality in the country, the act of giving by businesses, and wealthy and skilled individuals may be viewed as crucial in solving the country's pressing problems.

Philanthropy can be divided into three basic forms: giving by companies; giving by wealthy individuals; and giving by ordinary residents. While the focus is often on big philanthropy, giving by everyday folk, or "citizen philanthropy", is also important. Citizengiving involves ordinary residents contributing what they can afford to good causes. But citizen philanthropy does not only mean giving money, it can also entail offering one's time and skills to help the destitute.



The good news is that, during the Covid-19 pandemic, South Africa saw extraordinary acts of giving at all levels. The wealthy Rupert and Oppenheimer families donated R1 billion each to help South Africans affected by the pandemic. The Motsepe Foundation. together with the companies associated with it, also gave R1 billion to fight Covid-19. South African-born American biotech billionaire Patrick Soon-Shiong donated an initial R3 billion to the country to help with the transfer of new technology for Covid-19 vaccines and other therapies. Many companies, as well as well-off and less-wealthy individuals across all race groups, contributed to the Covid-19 relief effort, volunteering to help the vulnerable and providing cash, food and medical hygiene supplies, such as masks, to the poor.

Commendable acts of philanthropy also took place after the looting, arson and destruction of property which accompanied the jailing of former president Jacob Zuma in July 2021. Companies, wealthy individuals and ordinary residents donated finance and resources to those whose businesses were destroyed, and also helped to clean up afterwards and provide security against further attacks.

More broadly, philanthropy can help counter state failure and boost the government's capacity by providing the finances, resources and skills which it lacks. It can also serve as a form of social solidarity for the vulnerable, poor and marginalised that cuts across race, class and ideology. In South Africa, a lack of solidarity between rich and poor undermines social cohesion. Increased philanthropy from the privileged to the marginalised can help bridge the divisions and build trust among different racial, class and political communities.

Because of mismanagement, corruption and financial imprudence, South Africa lacks the fiscal resources to tackle the Covid-19 health, financial and social crises effectively and is

forced to seek outside financial help from multilateral lenders such as the International Monetary Fund (IMF), the World Bank, the BRICS Bank and other foreign donors. At the same time, South Africa has enormous wealth. savings and skills in the private sector - whether in the hands of businesses. the super-wealthy or the middle class. Philanthropy from these sources can provide additional financial resources to augment those provided by the government in support of a post-Covid-19 economic recovery.

Philanthropy is a form of active citizenship, giving meaning and purpose to the lives of the recipients, as well as the givers.

Philanthropy to combat Covid-19 improves the overall health of society. Besides providing for basic food supplies to poor communities, philanthropy has played a role in rescuing struggling businesses in the formal and informal economies that nearly collapsed during the Covid-19 lockdown, thereby saving livelihoods and jobs, ultimately boosting economic development. South Africans will need to increase levels of all forms of philanthropy to foster a speedy recovery from the crises that emerged from the pandemic, compounded by the impact of looting, arson and destruction of property in July 2021 that further undermined the economy and destroyed thousands of jobs.

In the democratic era, many with the means to give have not done so, arguing that the state should step in to help the vulnerable. Yet, as state failure increases and Covid-19 continues to cause health, financial and social crises, giving by large firms and wealthy individuals is now needed more than ever. Philanthropy also has a peace dividend. By providing support to destitute communities, it prevents social unrest and boosts political stability.

Philanthropy is also a form of active citizenship. It gives meaning and purpose to the lives of not only the recipients, but also the givers. It is the responsibility of all South Africans, black and white.

So far, apart from the Motsepes, not many new black wealthy individuals have given substantially or engaged in philanthropy despite the fact that many earned their new wealth through state-sponsored black economic empowerment, preferential procurement and affirmative action. Some of the members of this class say that now there is a black government, it is the responsibility of individual black people to pull themselves up by their own bootstraps.

At the same time, some members of the white middle class argue that the black government should look after its "own", or that newly wealthy members of the black middle class should help. They may even claim that it is "patronising" to help black people.

Meanwhile, it is important that the African National Congress (ANC) government embrace the support offered it by philanthropists. In the past, ANC leaders have opposed taking help from the private sector, civil society and philanthropists on ideological grounds, arguing that only the state should provide public services. This, despite the reality of a lack of capacity which has led to a failure to deliver even the most basic public services efficiently and in a timely and appropriate fashion.

Instead, the government must reward philanthropists, including through mechanisms enabling them to recover some of their giving through tax breaks, just as donations to charities can be claimed against tax.

William Gumede is Founder and Executive Chairperson of the Democracy Works Foundation and author of South Africa in BRICS (Tafelberg).

Evolve, grow and adapt

The Harry Crossley and Doris Crossley Foundations

A 50-year history of undergraduate and postgraduate funding

By Linda Whitfield

HE HARRY CROSSLEY FOUNDATION WAS ESTABLISHED IN 1968, JUST PRIOR TO ITS FOUNDER'S DEATH, IN ORDER TO SUPPORT POSTGRADUATE FUNDING AT STELLENBOSCH UNIVERSITY AND THE UNIVERSITY OF CAPE TOWN (UCT).

A separate foundation was formed in the name of Doris Crossley, Harry Crossley's wife, just after her death in 1986. The Doris Crossley Foundation supports undergraduate students also at the same institutions. Although entirely separate, the two foundations together create a pipeline from undergraduate to post-doctoral level for deserving students. The Harry Crossley Foundation has been providing postgraduate bursaries since 1971. At the outset, the Foundation's trustees played a passive role in the process of selecting beneficiaries. An annual grant was made available to each of the two universities, which then selected a cohort of students and supplied their details to the Foundation. The process for monitoring the grant allocations was quite rudimentary and was based on trust that the system would ensure the bursaries went to the most deserving. The criteria for choosing applicants were, and continue to be, that: the study of politics and religion is not supported; students must be undertaking postgraduate studies, at honours, masters, doctoral or post-doctoral levels: and their academic progress should be satisfactory. Since those early beginnings, when the first grant totalled R15 000, to today, when 112 post-graduates are supported, the Foundation has worked to improve its systems and practices. In 2002, and again in 2010, the membership of the board of Trustees changed and a more rigorous, involved process of selection and monitoring began to evolve. There was a shift to a more participative >>



partnership with the recipient universities, which was made easier by the strong relationships that had been formed over time with individual directors of postgraduate funding and the funding offices. The main criterion for obtaining a Harry Crossley Fellowship remained excellent academic performance, but as the numbers of students in receipt of the bursaries grew over time, the need for a more comprehensive monitoring and evaluation process became apparent. The current cohort of 112 postgraduates is managed via an online process which monitors results and performance in a number of ways including through the production of a narrative for each student.

As the numbers of students in receipt of the bursaries grew over time, the need for a more comprehensive monitoring and evaluation process became apparent.

The Foundation also supports research at both universities. At present, it funds more than 100 health sciences researchers, although the models used by the individual universities to disperse their share of the grant are entirely different. One awards fewer. larger grants; while the other makes multiple, smaller grants to encourage junior researchers.

The history and aims of the Doris Crossley Foundation have followed a different trajectory. At the outset, the universities were in charge of managing the allocation of funds provided annually by the Foundation to support undergraduates. However, during the late 1990s and early 2000s, the selection of beneficiaries was increasingly directed by the Foundation itself with some participation from the undergraduate funding offices at the two universities.

The changes to the management of this programme were driven, in the first instance, by political changes in the country which increased the need for inclusivity and diversity among the cohort provided with bursaries. In seeking to address this challenge, the Doris Crossley Foundation forged partnerships with organisations providing bursaries to pupils at school. This provided a pipeline of academically strong but quite poor students who would derive significant benefit from the support offered by the Foundation.

At the same time, it also became apparent that merely providing bursary support of a financial nature was not enough to secure success. The Foundation therefore appointed a programme manager and began to develop a more comprehensive approach. A new programme was forged, which included regular, effective monitoring, mentoring and support for bursary students. At the outset, the support on offer focused on first- and second-year students, but over the years the support was extended to cover the entire duration of undergraduate studies. Since the monitoring programme aims to flag problems as early as possible, it is hoped that it will continue to maintain the excellent rates of success that it has achieved among the current cohort of 71 bursary students, although the Covid-19 pandemic led to the suspension of many of the activities that would normally have been conducted as part of this initiative.

One of the biggest factors affecting the selection of undergraduate students for bursaries was the introduction of the National Student Financial Aid Scheme (NSFAS). Students who would previously have been supported by the Foundation, now found themselves supported by NSFAS. This necessitated a re-evaluation of the Foundation's admission policies under which the criteria for funding were altered to include households with a combined income of more than R350 000 a year. In other words, more bursaries were now offered to "missing middle" students, who did not qualify for free higher education but who could not afford studies unaided.











The foundations have had to address a number of important contemporary challenges, such as the crisis in basic education and the need to help bridge the gap between this system and the tertiary sector.

There has also been an increase in applications from students from neighbouring countries, in particular Zimbabwe. These students can find it difficult to access funding and are excluded from many forms of support as they are not South African citizens. In this regard, both the Harry Crossley and Doris Crossley Foundations' annual grant-making allows for a percentage of foreign students to be supported.

In responding to the changes in the bursary environment, the two foundations have periodically embarked on reviews of their strategies and implementation policies. Recently, they both revised their theories of change to ensure that they were achieving the goals that they had set for themselves and comprehensively upgraded their monitoring and evaluation processes accordingly.

In this regard, a continual challenge has been to interpret the founding charters for the two organisations, which are a



product of their times, to ensure their relevance and in support of practices and impacts that meet contemporary needs. In particular, the framework created for each foundation over half a century ago has had to be adapted to recognise and honour the democratic dispensation introduced in 1994.

The foundations have also had to address a number of important contemporary challenges, such as the crisis in basic education and the need to help bridge the gap between this system and the tertiary sector. The foundations have further sought to respond to the concerns raised by the #FeesMustFall campaign, acknowledging that there is always room for improvement in their delivery of support and re-examining many of their assumptions in this regard. In addition, the foundations have had to self-monitor and adapt in a changing world, responding to environmental issues, issues of sustainability and impact investing, and, most recently,

the Covid-19 pandemic. Both foundations were established to continue supporting tertiary education in perpetuity. The need to evolve, grow and adapt is embedded in this imperative. The challenges will continue and the Trustees will have to evaluate and respond to these, while honouring the wishes of both founders as closely as is possible in a constantly changing environment.

Linda Whitfield is the Executive Trustee at the Harry Crossley and Doris Crossley Foundations.



A pathway to professional success Moshal Scholarship Programme



By Angela Biden

OUTH AFRICA, MORE NOW THAN EVER, IS IN A STATE OF UPHEAVAL WHICH PALES PAST UNCERTAINTY INTO LITTLE MORE THAN A MINOR BOUT OF FLUX. Indeed, old adages of change being the only constant ripple through a society which will be trying to reconstruct some semblance of 'normal' for some time to come. There are times we ask ourselves what does it really take to

create change? What does this mean? And how can private philanthropy be leveraged in a way that yields the greatest impact - that might find a way through complex social systems to create a new pathway for promising young South Africans, eyes shining with potential? What can and can't private philanthropy achieve, and what actions are needed to set this impact realisation in motion?

But then, there are times when what is really needed is not shifts, levers or change, but rather the antithetical 'stationary point'. To be an anchor, a safe place of stillness, where those being jostled from one precarious footrest out of poverty to the next just need that support; that institution which has stood the test of time. Sometimes this is the root of new growth. The Moshal Scholarship

Program is just that - the root of the stories of a group of brilliant young South Africans. Something that steadies the ground beneath their feet for that moment in time so these stories could begin.

Undergraduate study at an institution of higher learning remains the most desirable pathway for our aspiring young people, especially those whose intellectual gifts have managed to bring them to the hallowed halls of such places. Yet it takes so much more for young people to transition through undergraduate study to success in working life, than simply funding their access. Success remains an elusive goal in the undergraduate space. Indeed, all too many young people face insurmountable challenges, and never achieve that promise of success. Martin Moshal is no stranger to success. Indeed, Martin attributes his own success to years of dedicated, hard work. But more than this, he attributes his own success to two things - his education and the support of his family, support which showed him how to believe in himself.

When Martin Moshal decided to start the Moshal Scholarship Programme (MSP), it was precisely with the intention



of enabling young people in South Africa and elsewhere to realise their pathway to professional success. The programme followed a set of key principles, which has guided Martin's giving since 2009. To date, the programme has supported some 361 individuals as they build the foundations for their professional success within the Moshal fold. The first principle. additionality, ensures that the opportunity is provided to promising youth who would not be able to get the opportunity otherwise. The programme has always maintained a clear focus on the individual and takes a holistic approach to providing the kind of support young people really need to cope with the rigours of university study. This strong individual focus, and associated full support, is the second defining principle of the Moshal strategy. Finally, the programme identifies and selects those promising young people with real potential, who show grit and tenacity, and a strong work ethic, and not just academic ability. This is so much more than a set of criteria for selection. but it speaks to the realisation of Martin's values through providing these opportunities for scholarship. It speaks to a search for a specific individual, someone who burns brighter than the rest. It speaks to care and consideration, and meaningful support. While Martin's philanthropic contribution to changing these lives pivots on educational excellence, this would not be possible without the care and support of the MSP family.

Education and family

Martin Moshal grew up in South Africa in an era of institutionalised inequality. Born in 1970, Martin was raised in Durban before completing his undergraduate studies in Information Systems, Finance and Economics at the University of Cape Town. Martin has always been an innovative thinker, trying any number of wild ideas, and soon finding his feet leveraging the then growing internet phenomenon, and his technological skills which at the time were both a passion and career focus. It was his self-belief, something



Moshal established the Moshal Scholarship Program in 2009.

There is no financial perpetuity which can compare to the perpetuity of making the most of opportunities, and continuing the act of giving so that benefit can grow.

which the ongoing support of his family taught him, which saw him through the experimentation, to the successful establishment of his first business. He later sold this business, and since then, his success has seen significant growth.

Today, as a successful venture capital investor, Martin well understands the transformational potential of investment in just the right place. Having witnessed first-hand the loss of individual potential due to persistent inequality and acknowledging education as "the most effective route out of poverty", Martin decided to commit an annual endowment to this cause, which remains so significant in South Africa's transformation story, and so close to Martin's heart. It was a sense of gratitude, and of wanting to give in return, which ultimately gave rise to the Moshal Scholarship Programme, and indeed, this remains a key tenet. All Scholars understand the importance of 'paying it forward', and of taking the good, growing it, and giving in return to their communities, as Martin has done. There is no financial perpetuity which

can compare to the perpetuity of making the most of opportunities, and continuing the act of giving, so that benefit can grow. This is true leadership by example, and indeed, true philanthropy. Some things change, and indeed, some stay the same. Inequality continues to define the fates of millions: children lose their way on the path to success daily as the education system struggles to deliver. But sometimes the greatest change can start with just a simple act of kindness; kindness born in the gratitude of shared fortunes.

And as with Ockham, this quintessential recipe continues to yield true and tangible impacts. 69% of Moshal Scholars graduate in the minimum time, compared to state averages of around 30%. The average payback period for the investment in a Moshal scholar (measured only against the value of their private return) is 1,8 years. And these brilliant young South Africans, growing up in households with average incomes of R4 300 a month realise a growth of 600% on their own first pay cheque. But these figures belie a deeper truth. Like Martin, beyond these first salaries and 1,8 years past graduation, the Moshal scholars will embark on their career believing that they can change the world. And I believe they just might. .

Angela Biden is a freelance strategist and impact consultant. She works in a strategic advisory position with the Moshal Scholarship Program, and Higher Education funding and strategy remains a cause close to her heart.

True philanthropy begins with listening

Kolisi Foundation

By Siobhan Gunning

Listening to someone these days can feel like a radical act. But my time is not more valuable than anyone else's. We have to make listening a habit.

- Rachel Kolisi

ACHEL AND HER HUSBAND SIYA
FOUNDED THE KOLISI FOUNDATION WITH
THIS BELIEF IN MIND. It is through
the power of listening that positive
change can happen in South Africa.
We need to listen to what people
dealing with challenging
circumstances really need. We need to
listen to the people already working in
the community, the other NPOs and
NGOs, in order to both learn from
them and to better support them.

Listening is the first step. Understanding and action must follow in order to make a meaningful difference. Doing this collaboratively is far more efficient and effective than striding out on one's own. The commitment to listen, learn, action and collaboration are some of the core values of the Kolisi Foundation.

Collaboration – the route to positive change

Started in 2020, in the middle of a global and devasting pandemic when everyone was talking about a "new normal", the Kolisi Foundation is working towards a better normal. It sought out small under-recognised, underfunded and under-supported groups with which to work





Photo credit: Chris Joubert, Black Bean Productions

"Organisations, and in many cases just ordinary, good-hearted people, who are working hard on the ground to make opportunities available and accessible. To find them, shine a spotlight on the work that they do, so that they can do more of it, for longer." explains Rachel. "That is what positive change looks like to us."

Partnering with organisations that are already working with the communities that the Kolisi Foundation wants to serve, enables the Foundation to be more strategic with its time and resources. Reciprocally, this collaboration helps the Foundation learn, grow and develop so that it can help create sustainable and more impactful change within its work.

Whilst it is tempting to help in every way one can, effectiveness comes through focus. The Foundation's focus is on three inter-related areas: food security, gender-based violence, and youth development through education and sport.

Just focus on the one heart, the one person and the one life that you are changing. To remember that counts. That is more important than anything else.

– Rachel Kolisi

Why three and not just one? Because all of the areas are connected, and at the centre are people. People seeking better opportunities. "People - are not looking for handouts. What they need are opportunities." Rachel emphasises.

Everyone has a story. Everyone has a battle.

Siya and Rachel listen to the stories of community members, and then they ask themselves, "What can we do?". Then they do what they do best: they take action. Utilising their high profile and resources, they bring urgent and necessary conversations to the

forefront of public attention, inspiring individuals, organisations and companies to get involved. They connect individuals and organisations, and build on the good work already being done in communities.

Through all of this, Siya and Rachel believe that their own continuing stories are irrevocably linked to the stories of those they work alongside. Their ultimate aim is to change the narrative of inequality in South Africa. Whilst this is a grand ideal, Siya and Rachel approach it in a pragmatic way, initiating small everyday changes that they believe will have a profound impact over time. They follow a simple and sincere life philosophy.

Remember the one, one by one.

"Just focus on the one heart, the one person and the one life that you are changing. To remember that counts. That is more important than anything else," says Rachel Kolisi.

It is a humble and sincere philosophy that has already led to connecting with thousands of under-resourced individuals working for change in their communities. "It changes you, it changes how you think. It doesn't matter how small it is. Just do something for someone else and see how it makes you feel. It is what's driving me right now," says Siya Kolisi.

"Unemployment, inequality, violence. We talk about these a lot, as South Africans, but what are we really saying to each other?" Rachel asks. "What are we asking of ourselves? These are difficult conversations to have but that doesn't mean they have to be negative. There are fights out there that can be won, and there is fight in each and every one of us."

Siya is an example of the power of a community to impact the one. When he was 15, his mother passed away. His grandmother took over the responsibility of raising him. He shared a two-bedroom house with five others, >> and knows intimately what it is to struggle, to be hungry and to feel trapped by a lack of opportunity.

Twelve years later, Siya was the first black captain of the Springboks and on 2 November 2019, beneath the lights of International Stadium Yokohama, he became the first black rugby captain in the world to raise the Rugby World Cup. He did this in front of 70 000 people, and a televised audience of nearly 13 million. Siya dedicated the World Cup victory to all South Africans, saying "We can achieve anything when we work together as one".

Siya's story is a testimony to the power of a community of people remembering the one. From his grandmother to his teachers, mentors, coaches, and team-mates, Siya acknowledges "My community made me the man I am." This is why he and his wife Rachel returned to Zwide, and to other neighbourhoods across the nation, Remembering the One, one by one.



Photo credit: Alexander Oelofse, Black Bean Productions.

34 650

GROCERY PARCELS HAVE BEEN DISTRIBUTED BY THE KOLISI FOUNDATION SINCE APRIL 2020

700

CHILDREN ARE FED EVERYDAY IN GUGULETHU, KHAYELITSHA AND JOE SLOVO AS PART OF ONE OF THE FOUNDATION'S SIX PARTNERSHIPS WITH COMMUNITY KITCHENS

It all starts with food

The biggest ramification of lack of employment (greatly amplified by the lockdown of 2020) is food insecurity, so addressing this was the first focus of the Kolisi Foundation. Through the assistance of NPOs across the country, the Kolisi Foundation identified the communities that were struggling the most. They assisted families in these communities by delivering groceries monthly for three months at a time. This was a continuous short-term intervention, but Siya and Rachel are fully cognizant of the fact that the delivery of grocery parcels and any other form of immediate food relief is not going to solve the problem of food insecurity in South Africa. These parcels are, however, a great opportunity for families to take a breath and then get back on their feet.

Since April 2020, the Kolisi Foundation has distributed more than 34 650 grocery parcels. Each grocery parcel weighs 56kgs and includes dry goods staples, fresh fruit and vegetables, household cleaning items and sanitary products.

The Kolisi Foundation is also working with Khulisa Amafama ("Grow the Farmers"), founded by UCOOK in partnership with Abalimi Bezekhaya and the Philippi Economic Development Initiative (PEDI). The project is working directly with emerging farmers in the Cape Flats area, providing access to markets, training, resource and infrastructure support, and helping to grow farmers' livelihoods. Currently, the Kolisi Foundation is assisting UCOOK by monitoring the project's success.

In addition to this, the Foundation has partnered with six community kitchens. One of these is Lungisa's community kitchens which feed 700 children every day in Gugulethu, Khayelitsha and Joe Slovo. For many of the children who come to Lungi's Kitchen, this is their only meal of the day. The partnership with the Kolisi Foundation has helped



Photo credit: Gary van Wyk, Black Bean Productions

6550

POWERZYOU PACKS HAVE BEEN DISTRIBUTED SINCE AUGUST 2020

double the number of children being served each day. The Foundation, by partnering with Kellogg's and their Better Days™ programme, also supplements school nutrition in several schools in Ggeberha, Eastern Cape.

Addressing gender-based violence

According to women's rights practitioners in South Africa, one of the most common responses from survivors of gender-based violence is "I wish I had been able to at least protect myself." In response to this, the Kolisi Foundation, together with NPOs and community organisations, sourced and put together Power2You Packs to hand out to women in order to put power back in their hands. The packs contain pepper-spray, a whistle, as well as a journal that has resourceful information about seeking justice, legal help and healing.

Since August 2020, the Kolisi Foundation has distributed more than 6550 Power2You Packs. In addition, the Foundation runs regular public







Photo credit: Alexander Oelofse, Black Bean Productions

awareness campaigns, highlighting the work of gender-based violence organisations working in the areas of trauma response, containment, victim rights advocacy, shelter and empowerment. The Kolisi Foundation funds a 24/7 trauma support line through the Community Intervention Centre and a social worker for the Justice Desk's intervention programmes with girls and boys.

Bringing hope through sport

Siya believes that "equipping kids with a better infrastructure to live their



Photo credit: Kolisi Foundation.

Equipping kids with a better infrastructure to live their dreams will bring hope and offer that little bit of encouragement they may need.

dreams will bring hope and offer that little bit of encouragement they may need." The focus of the Foundation in 2021 is therefore on further developing its Education and Sports Development programmes, with a particular focus on Zwide, Gqeberha, as a flagship project for its ongoing programmatic work.

The Foundation wants to help more schools and sporting clubs to offer high quality training facilities and equipment. Its aim is to give more children equitable access to opportunities where they can excel in academic, sporting and recreational activities within their communities.

The story continues

The journey of the Kolisi Foundation is about stories, collaboration and change. It's about making a difference, one by one. One person, one community, and hopefully one country at a time. Rachel describes her husband, Siya, as having "a huge heart." Heart is at the centre of not just the Kolisi Foundation, but also all the selfless and caring organisations with which the Kolisi Foundation partners. These good philanthropists, like the others featured in this publication, embrace the first half and act on the second half of the word that should define us all - humankind.

Should you wish to collaborate with the Kolisi Foundation, or simply find out more about it, please visit www.kolisifoundation.org 9

Siobhan Gunning is a writer and mentor for Platform/21, and senior copywriting lecturer at Vega.





PRIMARY GOAL OF THE ACKERMAN
FAMILY FOUNDATION is to foster an
environment which promotes
achievement of the United Nations'
Sustainable Development Goal 2: Zero
Hunger. In this regard, a community is
only considered to be food secure
once its members have reliable,
physical and economic access to
sufficiently safe and nutritious food to
meet their dietary requirements for an
active, healthy life.

Despite the challenges to accessing adequate food, South Africa has recorded great progress in reducing the percentage of its population facing starvation. One of the strategies that has been used to improve the availability of, and access to food in the country's urban centres has been the establishment of community food gardens, which contribute four types of capital: human, natural, economic and social.

Food gardens not only provide opportunities to learn new skills and be self-sufficient, they also foster a connection with nature; provide a sense of purpose; encourage improved

Community food gardens reduce reliance on food aid and emergency relief and, when properly initiated and maintained, can supplement household food supplies.



Community gardens in K7N (Partner organisation: The Sivazisiza Trust)

interpersonal relationships and an understanding of interdependency; and can lead to significant transformation of communities. Community food gardens reduce reliance on food aid and emergency relief and, when properly initiated and maintained, can

supplement household food supplies, especially if a source of animal protein, such chickens, rabbits, goats, pigs and sheep, is produced. In addition to boosting health among communities through the consumption of locally produced fresh produce, such gardens can also increase the diversity of the food that is consumed and boost disposable income levels through the sale of excess or niche crops.

Contribution to food supplies

The community gardens established in partnership with the Foundation across South Africa have produced a number of beneficial impacts. They have met an identified need to provide locally produced, affordable food, replacing purchased produce with home-grown vegetables and fruit and fostering food security through greater self-reliance in food production.

In terms of outputs, the Foundation has supported more than 6 600 community gardens (65% rural and 35% urban), and, as an unexpected yet welcome outcome, has helped to establish more than 2 000 home



gardens. In addition, produce from the gardens supplemented more than 260 000 meals at early childhood centres and schools. Under lockdown in 2020, the gardens proved an invaluable source of food in local communities.

Contribution to incomes

While the primary objective of establishing and operating community food gardens has been to supplement and reduce the cost of household food supplies, they can also generate surplus produce which can be sold to boost local incomes. Since the establishment of community gardens with the support of the Foundation, they have been increasingly used to provide an alternative source of income. Initially 42 percent of gardeners consumed all their produce (see Figure 1), supplementing the food they purchased from shops; while only 8 percent sold the surplus that remained after they had made provision for their own household food needs. At the same time, half the gardeners preferred to sell most of the food they grew. Five years later, the situation had changed quite significantly (see Figure 2). While

a little over half the gardeners continued to sell the bulk of their produce, the percentage consuming the bulk of their outputs had fallen considerably, to only about 7 percent of the total, with the proportion of gardeners selling a surplus having risen accordingly. Indeed, it was found that 93 percent of the respondents were selling produce and bringing in as much as R2 664 during harvest time. The sums being made were clearly motivating the gardeners to focus on maximising their yields.

Although the incomes generated from the garden projects have fluctuated over time and during the course of a year depending on harvest times, they have, in general, significantly reduced communities' dependence on government assistance. The sale of fresh produce within communities has also boosted the local availability of relatively cheap, freshly grown vegetables.

Other considerations

Community gardens which are tended year-round can alleviate food shortages and income problems on a

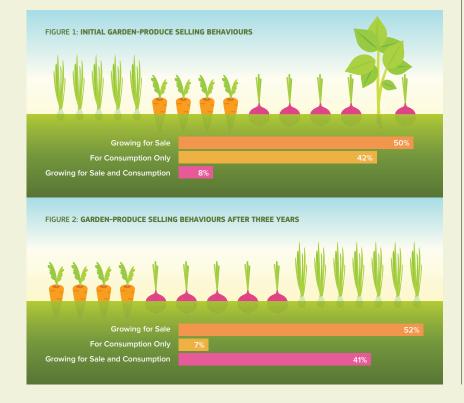
perennial basis and promote agriculture as a key component of sustainable urban development. However, appropriate structures need to be established to ensure the development of the relevant agricultural skills, including techniques which can help minimise expenditure on inputs, such as fertiliser and pesticides. For example, in cases of water scarcity and to control weeds and minimise expenditure on fertilisers, solutions such as organic mulching and permaculture gardening may be deployed by fruit and

In general, the Foundation works with community gardeners to ensure that the environment is treated responsibly; proper management systems are put in place; natural and smart growing practices are promoted; and communities have a strong sense of ownership of their gardens.

vegetable gardeners.

For the Foundation, the long-term goal is to help its stakeholders come to terms with the economics of community food gardens and to work with them to provide the required information, training and support so that they can move from feeding themselves to generating an income, thus achieving the ultimate goal, which is self-reliance. 6

Leonora Sauls is Head of Philanthropy: Ackerman Family Foundation and Ackerman Pick n Pay Foundation.





Responding to the climate crisis is an investment in Africa's development



By Saliem Fakir

ITH A VISION OF SECURING A VIBRANT, CLIMATE-RESILIENT AFRICA, the African Climate Foundation (ACF) is part of a relatively new ecosystem of locally led climatechange organisations in the global south. This ecosystem is designed to enable organic, autonomous engagements on climate-change issues grounded in a full understanding of the local contexts of these organisations. With less than 3% of global philanthropy dedicated to climate change mitigation and an even smaller proportion of that disbursed in Africa, the ACF hopes, as the continent's first climate-focused strategic grant-maker, to facilitate increased philanthropic giving to this cause in Africa.

2021 marked one year since the ACF's establishment as a platform for the private philanthropic community to expand and enhance climate action and decision-making on the continent. While South Africa is its strongest pivot, the Foundation is looking to expand its work across Africa, paying particular attention to the areas of energy, urban transitions, agriculture and land use. These sectors are not only crucial for the continent's economic growth, diversification and socio-economic development, they also represent key targets for efforts to mitigate emissions, support adaptation to climate change and produce models of development unconstrained by conventional approaches.

In pursuit of its mission, the ACF holds a completely different view from the dominant understanding of climate change. It does not see climate change as simply an issue of environmental vulnerability and risk- and emissions-reduction but rather as an integral part of the development conversation and agenda. It treats climate change mitigation as an investment in Africa's future economy and social resilience.

The continent may have low carbon emissions but as its population doubles and economies grow in size so will its emissions trajectory in the next three decades. However, Africa's growth prospects also place it in an opportune position. As the continent improves its energy access, for example, it can also leapfrog fossil fuels and drive energy supply and security through renewable technologies. For countries such as South Africa, transitioning away from fossil fuels will be necessary.

This poses a number of short-term challenges, such as how to deal with employment across the coal valuechain and a loss of revenues from coal

production. But it also creates a host of opportunities for longer term social, economic and environmental sustainability by supporting greater economic diversification, new sources of employment, renewed industrial activity and greater climate resilience. The climate and development nexus therefore presents an opportunity to rethink the entire model of development away from conventional models and approaches.

A number of actions need to be taken to produce this shift in thinking. First, climate change must be placed alongside other significant risks faced by African economies in sectors that are prone to extreme weather effects, such as agriculture, tourism, wildlife and coastal development. In this regard, the climate risk should be managed through investment in weatherproofing sectors and infrastructure which are also primary industries for the African economy thus ensuring that key areas of economic activity and assets are protected from climate vulnerability.

Second, Africa must keep in step with a world which is moving towards decarbonisation and, in the US, China and Europe, increasingly viewing climate change as a mainstream strategic economic issue rather than a purely environmental one. As they expand their green-industry sector, these countries and regions are developing new technologies and manufacturing new products which they are looking to export. Meanwhile, the introduction of a new regime of carbon rules will fundamentally change the nature of global trade relationships, including with Africa. In this context, if

Inclusivity, justice and rights will never be realised on the continent unless there is an adequate response to the threats that climate change poses to Africa's economic systems and its development pathway.

the rest of the continent increases its carbon intensity as South Africa has, it could harm African exports, which would in turn harm domestic economies and undermine employment prospects.

However, decarbonisation also has positive implications for new models of investment – especially in renewables. Such investment is vital to the production of cleaner energy, and can also provide the fastest route to the continent's electrification which ultimately would enhance economic diversification and growth. A shift to renewables would also lower Africa's dependency on commodities and sectors which are reliant on extractive economic activity, and so foster greater economic resilience.

In broad terms, the ACF seeks to harness the climate agenda as both a risk and an opportunity that may be deployed to produce new kinds of economic reform and resilience which can enhance the continent's capacity to manage diverse shocks, including that of climate vulnerability.

As a grant-making institution, the Foundation aims to drive and create an enabling ecosystem for tackling the climate and development nexus. In this regard, it has worked with a number of partner philanthropies and key grantees to forge a strategy in support of economic development and investment in a number of key sectors which are important for economic development, particularly agriculture, energy and urban transitions. It promotes grant-making linked to delivering this strategy.

In pioneering a new narrative to manage the climate/development nexus in Africa, ACF also seeks to promote climate justice and the participation of vulnerable groups, particularly women and youth. In responding to the development challenge, social movements and African organisations should be empowered to participate in the climate-change conversation and help shape the agenda. The Foundation is also sensitive to the importance of supporting an inclusive economic model. The legitimacy of climate investment may be measured by the extent to which it seeks to ensure inclusivity and address unemployment and poverty. In this regard, there is a natural overlap between climate activism and the traditional interests of private philanthropy in South Africa which have tended to tackle social. economic and development issues. There is significant scope for an intersectional approach here, particularly in relation to the energy and agricultural sectors.

Philanthropy's investment in climate change responses is insufficient. Everyone talks about the issue, but financial support does not match the amount of airtime it is given. In this regard, all donors should be challenged to incorporate climate change into their giving because there is no way that the mandates of development and social justice can be achieved without it. The failure to adopt a climate lens will ultimately undermine the particular philanthropic goal, whether this be in the field of health, education, social justice and so on. Inclusivity, justice and rights will never be realised on the continent unless there is an adequate response to the threats that climate change poses to Africa's economic systems and its development pathway. 99

Saliem Fakir is Executive Director of the African Climate Foundation.



Xolani Siya, founder of Lim'uphile Agricultural Organisation teaching young learners about permaculture gardens

Ikhala Trust, A strengths-based community development incubator and grant-maker in South Africa



By Bernie Dolley

MALL BUT MIGHTY - and working with small and potentially mighty community-based organisations - Ikhala Trust has operated since 2002 in South Africa's Eastern Cape province. Named after the Xhosa word for the healing Aloe plant, which is native to the area, Ikhala has been at the vanguard of a radical approach to development assistance which represents a clear departure from conventional philanthropic efforts. Its grant-making ethos is about valuing and investing in people and their assets while helping communities to develop their own relationships and networks with outside organisations in order to sustain their work.

Ikhala operates from the assumption that "everyone has something to give", whether this be time, money or other resources. It also holds the view that actions to mobilise these assets represent an expression of deeprooted African communal traditions around giving and helping. In this regard, the Trust seeks to foster the potential of "horizontal" community philanthropy as a foundation for building a thriving civil society. Ikhala not only provides scale-appropriate small grants, it also mentors and accompanies potential "movers and shakers" in the community, helping them to organise; and uses its influence to push non-governmental

organisations (NGOs), donors, local governments and corporates to respond with empathy to local initiatives and requests.

In adopting a "community philanthropy" approach which seeks to support people in their efforts to help each other, Ikhala tries to "go where the energy is". It identifies groups who are innovative and resourceful in helping others and works with them to build their capacity to be equal partners with outside organisations, so that they can continue to implement their mission in a sustainable way. When the approach succeeds, a subtle but important power shift occurs: as community organisations start to recognise their agency and appreciate their existing assets and capabilities, so also outsiders begin to acknowledge what these communities have to offer.

Community philanthropy is about building consciousness and awareness of the value of community assets in their varied forms and to be able to see that communities are shaping their own destiny and ours!

- Bernie Dolley and Rita Thapa

Ikhala's grant-making practice

Many of the community partners Ikhala supports have not had relationships with external donors in the past. Thus, the process of applying for an initial scale-appropriate grant from Ikhala represents a developmental opportunity, a first step along the road to self-reliance.

In general, the ethos adopted by the Trust is one of appreciation of the strengths of local communities. In this regard, Ikhala has consistently promoted an innovative, asset-based and citizen-led development approach, which represents a paradigm-shift away from traditional mainstream deficit-oriented or needs-based development practices.

A number of the organisation's community partners have now "graduated" to bigger donors but are still supported by Ikhala through regular mentoring and accompaniment, and capacity-building and training activities.

Challenges and stumbling blocks

Boundary management is important. Ikhala's responsive, flexible methodology can sometimes lead to situations in which it can be difficult to maintain professional boundaries while sustaining an authentic relationship. Too much informality can blur role boundaries and sometimes people take advantage. In this regard, many of the problems encountered by Ikhala relate to issues of leadership. For example. beneficiaries fearful of a donor backlash may seek to shift blame, instead of acknowledging the mistakes that may have occurred and viewing them as opportunities to learn.

Another common problem is that founder-leaders can sometimes claim a particular project as their own rather than recognising that it is the result of a collective effort. Most of the conflict situations which arise around leadership can be resolved by establishing a balance between hierarchy and democracy and an orientation which focuses on process and shared decision-making.

What we are learning

The Ikhala Trust continues to develop and refine its primary strategy of supporting community partners, especially in remote regions of the Eastern Cape, by affirming community leadership and assets and supporting local resilience and capabilities. It is a journey of accompaniment which appreciates the natural strengths, ideas, aspirations and opportunities that organically emerge.

However, it has become increasingly clear that Ikhala must find ways to influence the development sector more broadly to "shift the power". To this end, it promotes the message that a strengths-based paradigm has long-term sustainable benefits for community-driven change. Social justice is an ambitious goal. Change can be subtle (though profound) and takes time. The establishment of constellations of relationships with community and learning partners and other like-minded actors creates a golden thread which can support and guide local organisations as they move forward, as well as promoting development more broadly.





Other lessons

Working with community-based organisations requires patience, tolerance, empathy, energy and creativity on the part of external agencies. From its work in this field. Ikhala has identified a number of key lessons:

- · Organisations are diverse and it should not be assumed that what works for one will work for another, so Ikhala is continuously seeking to expand its toolbox and innovate.
- Spending time building a relationship of trust and understanding with community partners is important to ensure mutual accountability - trust is a major aspect of this process.
- Community partners must be visited in situ in order to gain a proper understanding of the contexts in which they operate.
- Using a systems approach big is not always better - small changes can produce profound ripple effects.
- Organisations are conditioned to talk about problems as they assume this is what will get them funding. They often don't share successes for fear of losing support. Donors can counter this by shifting the conversation to affirm strengths and achievements.
- Organisations, like people, can suffer from "over-eating" - scale appropriate grants are important.

• It is a good idea not to waste too much energy worrying about what did not work but rather to exalt those precious moments when (sometimes unplanned) outcomes vield wonderful results. This should be the focus of the efforts.

The Monday-morning question

Ikhala has a developed a practice of critical reflection in relation to its position and relevance in the community philanthropy space. This has led to some difficult questions being posed in meetings and

By determining all the human assets in our community and the collective effort of volunteers and their assets, we are changing our town. In addition to their social grants, at least 60 families have a permanent monthly income as a person in the family has been upskilled through grants received from Ikhala Trust.

Teresa Opperman, Project Leader: Hugs of Hope, a community-based organisation in the Eastern Cape

workshops. These "Monday-morning questions" have sometimes kept the organisation's leadership awake at night, particularly during these difficult and challenging times. The questions which the Ikhala team ask of themselves include:

- Are we truly demand-driven and responsive? How do we know?
- · How do we best advocate for citizen-driven development?
- · How do we nurture the assets of young leaders, such as their creativity and energy?
- Are we truly connected to the burning issues and the primary concerns of communities?
- How can our partnerships become even more equal and collaborative?

In seeking to answer these questions an organisational conversation may be sparked about what it really means to work for positive sustainable change with traumatised and marginalised communities. 00

Bernie Dolley is the Founding Director of Ikhala Trust.

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Representatives from Sinesipho Traditional Club being taught different traditional craft skills







The interplay between social justice and philanthropy

By Dr Zaid Kimmie and Katarzyna Zduńczyk

CONSTITUTIONAL DEMOCRACY IS A COMPLEX AND FRAGILE SYSTEM, supported by norms and institutions but ultimately dependent on the faith of individuals, the belief that a democratic system will deliver better outcomes. This system has many interdependent parts and as a consequence there are likely to be multiple points of potential failure. While it may appear to many that constitutional democracy is the normal state of affairs, it is worth noting that just over 50% of the world's population live in countries which are not

democratic, and that many of the countries currently held up as paragons of democracy have only recently attained that status. For example, women in Switzerland only gained the right to vote in 1971, and many of the exemplars of modern democracy are built on centuries of largely unacknowledged genocide and colonial oppression.

It may also appear that progress is inevitable, that democratic gains once achieved become a permanent basis for further progress. Recent events in the United States (US) and Eastern Europe should puncture that optimism, as should developments in South Africa and its neighbours.

In the philanthropic space, support for South Africa's democracy can take many forms - supporting lives and livelihoods; addressing immediate socio-economic needs; investing in educational outcomes; sponsoring cultural and sporting activities; and even supporting social justice activism. However, by its very nature, philanthropy is not an organised activity - the choices made by the benefactors (or their executors) are often intensely personal, and as such cannot but fail to be affected by societal circumstances and biases. While this freedom at the level of the individual benefactor is arguably a positive, there is a possibility that it can lead to a failure at the systemic level. >>

OSSICIAL Sustice and Community Foundations

This is not to impugn the decisions made by individual philanthropists.

There are many necessary, good and important things that would not happen without philanthropic support, and at the individual level there are almost no "poor" choices. It may be, however, that certain important fields of endeavour may be neglected as the collective result of the many independent philanthropic decisions and actions taken.

One such case of systemic failure is the lack of support and giving accorded small, community-based civil society organisations (CBOs), which are an important contributor to South Africa's democracy. The existence and health of CBOs reflect the ability of vulnerable, marginalised communities to organise around local issues. CBOs engage deeply with the communities and build local ownership often on a voluntary basis. The Foundation for Human Rights has documented how community advice offices (a type of CBO) played a key role during the Covid-19 pandemic.1

Support for CBOs has, in the main, come from international funders. However, the global financial crisis of 2008 coupled with a general shift in funding priorities by major donors, which were linked to South Africa being classified as a "middle-income" country, have resulted in a struggle for survival among social justice CBOs.

Local philanthropies have, in general, not supported these types of organisations, for a number of concrete reasons. First, the work of CBOs is often not that tangible (and even less so in the short- to medium-term) and is hard to quantify. For results-driven donors, there may be little that can be pointed to as an acceptable outcome or result. Second, CBOs are more often than not chaotic and not that professional. Reporting and monitoring systems are largely absent, financial and administrative systems are often rudimentary, and skills are difficult to retain. These organisations may also operate only intermittently, falling into

hibernation when human and financial resources are absent. This type of organisation is by its nature a high-risk investment for any donor.

Third, these social justice CBOs are often adversarial in their approach, using community mobilisation and protest actions to support their objectives. They are also likely to view the current structure of economic and social power with some suspicion. Finally, these organisations are not individually able to absorb the volume of resources consumed by larger and more established non-governmental organisations (NGOs). An annual operating budget of between R100 000 and R200 000 is not uncommon.

It is the combination of these factors that makes funding social justice CBOs an unattractive prospect for many donors. For example, a donor may overlook the intangible nature of the outcomes if these came with some slick reporting, or overlook the ideological bent if it were accompanied by strong financial and administrative systems and some quick tangible returns.

Are there any solutions?

One option is to channel funding to intermediaries instead of funding particular CBOs directly. While there is nothing new about this model, grant-making to intermediaries has generally been uncommon in South Africa with only a handful of professional third parties operating in the sector. By funding intermediaries, donors can transfer the financial, reporting and monitoring risks associated with supporting CBOs to the intermediary. Similarly, the costs of distributing small grants to a large number of CBOs is passed on to the intermediary as is the potential reputational risk should a particular CBO engage in controversial or harmful activities. Another way of supporting CBOs in the human rights and social justice sector is through funding networks such as the Community Advice Offices South Africa (CAOSA),

an umbrella membership body representing these offices. Such funding would support efforts to make the sector "visible", to advertise its successes and to contribute to its further professionalisation.

Given that a lack of "professionalism" is commonly cited as a reason for not funding CBOs, donors may also consider increasing support to advocacy and research activities aimed at creating laws and policies which will ensure the sustainability of CBOs. In the context of South Africa, this could include the work being undertaken by the community advice sector and CAOSA on the regulation of the sector and community-based paralegals.

Last, philanthropic institutions could take collective action. For example, IPASA members or donors more broadly could create a fund aimed at supporting CBOs in the social justice and human rights sector. By contributing a small percentage of annual grant-making to such a fund, each donor would not only diversify its grant-making portfolio, it would also contribute to a thriving civil society at the local level.

Dr Zaid Kimmie is a Programmes Manager and Katarzyna Zduńczyk a Senior Researcher at the Foundation for Human Rights.

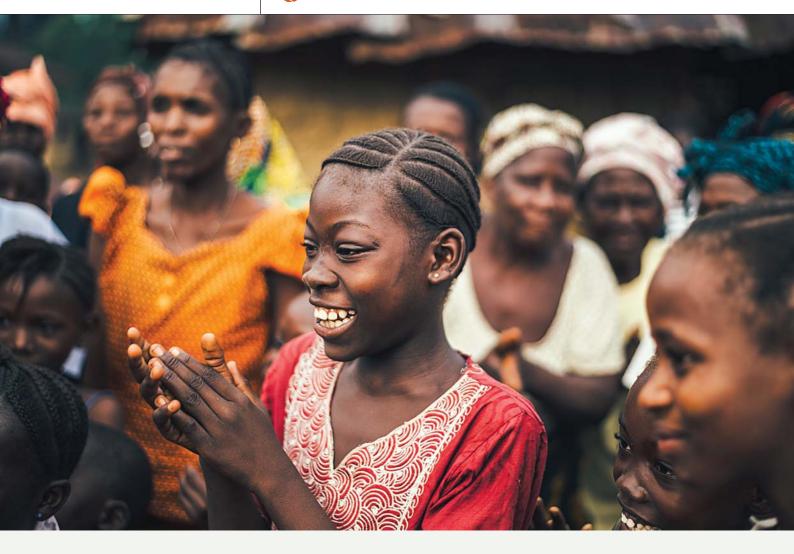




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Community Foundations: Placing communities at the centre of development



By Mamo Mohapi

OMMUNITIES PROVIDE GROUNDING, A SENSE OF IDENTITY, AND BELONGING. They shape people's values, norms, and behaviours and pass down customs and cultures from generation to generation.

In many places, particular institutions which form the nucleus of their communities play a key role in this socio-cultural reproduction. For example, churches lead community initiatives, bringing people together around a shared purpose and creating a sense of belonging. Community foundations also represent local institutions which can serve as conveners, stewards, and mediators of local values and practices.

The idea of the community foundation may also be understood by considering the way that local families can come together to contribute to important causes which foster the well-being of their communities. Such solidarity, which is still prevalent in many

communities providing great benefits to local people, may take the form of anything from sending a child to university to building a wall around a community centre.

Given the development potential of such cooperation, it is no surprise that in the past few decades, as philanthropy has sought to find ways to respond to systemic issues in society, the community foundation concept has gained a lot of attention >>

We believe strong, vibrant communities are the bedrock of prosperous, free societies.



and interest. This interest intensified with the arrival of Covid-19, as philanthropy looked for ways to respond locally to the global crisis.

At its heart, the community foundation concept is based on the idea that everyone in a community has something to contribute; that communities know best how to respond to their issues; and that when communities come together to deal with a problem, long-term change is produced. The concept has been around for decades and has evolved over the years to reflect the nature of contemporary societies. The first community foundations were established in the United States (US) more than 100 years ago. In the years that followed, many more were founded

In Africa, community foundations first took root in South Africa and Kenya and have now extended across the continent, taking ever more innovative and dynamic forms to harvest and channel the energy and resources of local people for their collective benefit.

throughout the US and then in Canada and the United Kingdom. Today, there are more than 1700 community foundations around the world. In the early 2000s, there was a spike in the growth of community foundations, with an average of 70 created every year. As the concept has spread across the world, it has adapted to fit local contexts, cultures, and traditions.

In Africa, community foundations first took root in South Africa and Kenya and have now extended across the continent, taking ever more innovative and dynamic forms to harvest and channel the energy and resources of local people for their collective benefit. The institutional shape of any given foundation is defined by its local context and the experiences and knowledge of the community it serves. Notwithstanding their differences however, community foundations share a number of common attributes.

Building community resilience through local institutions

Community foundations are always transformative in that they play a crucial role in building community resilience and centering power and decision-making at the local level. In this regard, they contribute to:

- · Promoting community philanthropy.
- People have an innate desire and drive to help each other. All societies have long traditions of people giving to one another to improve the well-being of their communities. Community foundations provide a platform to channel that impulse into community-led institutions which have a long-term view and commitment to local development.
- Building social cohesion and civic participation. When people come together to respond to a common cause, they form strong relationships and show solidarity. Community foundations bring together a broad array of residents in creating and implementing a shared development agenda. Positioning every community member as a donor creates a level playing field on which everyone is valued, rich or poor.
- Transforming communities.

Community foundations are catalysts for change. They move communities from being recipients of aid to being the stewards and custodians of resources and decision-makers on issues that affect local families. Having long-term institutions creates space for a

Colleen Julies (third from left) of Social Change Assistance Trust speaks with paralegals at the Beaufort West Legal Advice and Development Office in South Africa. Photo credit: Zeke Du Plessis, Courtesy Social Change Assistance Trust





A large crowd gathers to celebrate the launch of the Mafi-Kpedzeglo Community Foundation — the first of its kind in Ghana. Photo credit: Pure Trust Social Investors Foundation

community to think differently about how it goes about its development.

· Building robust community institutions. Strong institutions are the cornerstone of a healthy and vibrant civil society. Grassroots organisations are an essential part of the development ecosystem, yet they receive the least funding to do their work. Community foundations use grant-making as a purposeful strategy aimed at devolving resources and power to the grassroots.

How the Charles Stewart Mott Foundation supports community foundations

From its establishment, the Mott Foundation has worked to advance the well-being of communities, including the individuals, families, neighbourhoods, and institutions that sustain them. Building local, community-based philanthropy has been a central part of the Foundation's

strategy. In the belief that community foundations are uniquely empowered to achieve successful outcomes for people and places, Mott has been a consistent supporter of the development of such initiatives across the world for nearly forty years. The Mott Foundation's support, which has totaled more than \$180 million to date, has played a significant role in expanding the field from fewer than 300 community foundations in 1979 to more than 1700 today.

In Africa, Mott supports the establishment and growth of community foundations in South Africa, Ghana, Zambia, and Kenya. It is also engaged in research in countries including Zimbabwe and Uganda to learn more about community foundations there.

Mott has learned from its experience in supporting community philanthropy, particularly in relation to the development of community foundations, that long-term investment From its establishment. the Mott Foundation has worked to advance the well-being of communities, including the individuals, families, neighbourhoods, and institutions that sustain them.

is crucial to producing meaningful change in the work of its partners. It has also learned that the process of building community institutions is a crucial factor in determining their effectiveness. Accordingly, learning from the rich experiences of its partners working in communities, the Mott Foundation has committed to providing long-term funding to enable its partners to innovate and adapt to changes in society.

Mamo Mohapi is Program Officer, Civil Society at the Charles Stewart Mott Foundation.

Taking anti-racism in education personally

By Helen Malgas and Halli Manolakos-T<u>sehisi</u>

Introduction

2020 will be remembered not only for the global Covid-19 pandemic but also as the year in which the Black Lives Matter (BLM) movement gained traction globally, uncovering common experiences of systemic injustice among people of colour across the world. It was a year in which organisations were forced to review their policies and practices, and reflect on how racism may have become embedded and/or was being reproduced in their institutional cultures. The BLM movement gained significant momentum from the death of African-American George Floyd at

the hands of white police in the United States (US) on 25 May 2020. The incident, which led to widespread protests, shone a light on the pervasive, enduring global epidemic of racism. Suddenly there was a heightened awareness of the atrocities produced by racial discrimination.

In Cape Town, scholars from elite schools in the southern suburbs took to social media under the trending hashtag #yousilenceweamplify, exposing their experiences of racism and leading a public conversation about the lack of diversity, equity, inclusion and belonging (DEIB) in their schools. In this

regard, the

discourse being

produced by the new movement had a particularly strong impact at Students for a Better Future (SBF) which places predominantly black and coloured pupils in these elite, largely white schools, as well as at various tertiary institutions in the Western Cape. The SBF, which is part of the Andreas and Susan Struengmann Foundation, quickly realised that it could not remain silent on the issues being raised and needed to adopt an active stance in response to the unfolding events.

A call to action

Halli Manolakos-Tsehisi, SBF's Chief Executive Officer (CEO) and Executive Head of the Andreas and Susan Struengmann Foundation,



responded at once by clearly communicating the organisation's anti-racist stance: "At the end, we all agreed to walk the journey of change and hold the mirror to uncomfortable issues and build the environments and educational spaces that are inclusive. free from racism, micro-aggressions, sexist masculinity, and ultimately empower all." The statement, which was issued in June, was sent to all beneficiary and partner schools. It invited scholars, students and the partner schools to join the Foundations as advocates on a shared anti-racist journey.

Advocacy

SBF also responded through a series of small group conversations hosted by its psychosocial team. These conversations offered the high-school pupils and post-secondary students sponsored by the scheme safe spaces in which to express themselves and voice the concerns and experiences triggered by the unfolding events, particularly in relation to the reports emerging on #yousilenceweamplify. The discussions in these spaces provided a snapshot of the discrimination experienced at SBF's partner schools. They also confirmed the need for more comprehensive research into SBF scholars' experiences in the areas of diversity, equity, inclusion and belonging.

The need for such research had first been identified in 2019 when the principals of the partner schools requested information to help them better understand the experiences and needs of SBF scholars in their school environments. With the advent of the BLM and #yousilenceweamplify campaigns, this research became a matter of urgency. So, in September 2020, SBF conducted an online survey of all its current scholars.

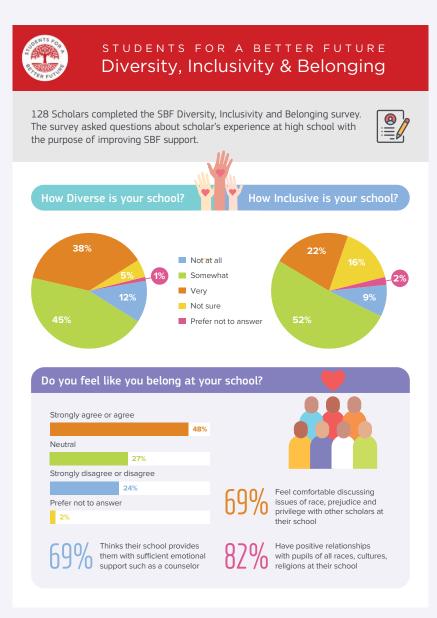
The survey results revealed that the most widely experienced form of discrimination among the scholars was race-based, followed by discrimination

on the grounds of language and culture. More than half the respondents reported having experienced racial discrimination of some kind at school. When given an opportunity to elaborate, the scholars of colour reported being mistaken for one another: mispronunciation of their names; and assumptions being made about their linguistic ability or scholarship status. The survey also indicated that the racial discrimination was intersecting with prejudices formed on the basis of class, sexuality and gender with the result that a number of scholars were being systematically excluded. The findings of a similar survey conducted among

SBF's tertiary students in 2021 are currently being analysed internally. The survey results are being used to identify how DEIB may be promoted more effectively in collaboration with SBF's scholarship pupils, students and partner institutions and to assess progress in achieving the objectives of creating inclusive schools where scholarship pupils of colour can feel they belong.

Heart work: From the inside out

Work in the diversity, equity, inclusion and belonging space (DEIB) is, at its core, heart work. It requires critical reflection and a heightened sense of >>



Transformation in the grantee community



It was further acknowledged that strong leadership would be required to transform SBF into an organisation at the forefront of anti-racism.

self-awareness. As SBF, it was acknowledged that this work should start on a personal level with the individual staff members before spreading to those with whom SBF collaborates and partners. It was further acknowledged that strong leadership would be required to transform SBF into an organisation at the forefront of anti-racism. Accordingly, it was decided that the DEIB work should be led by SBF's CEO, a special DEIB steering committee and project head Helen Malgas.

In August 2020, SBF staff gathered to identify what work was required to promote DEIB at the organisation and to understand their roles in this. The team reflected on antiracism as a stance that requires the opposition of inequities through processes of active challenging, disrupting and activating. The staff drafted a DEIB statement as a mirror to hold themselves accountable: "We strive towards creating and advocating for inclusive spaces in which the whole SBF family feels connected to, and a part of, their

communities and institutions". The team also developed an action plan to help guide their efforts at SBF and at the schools, universities and communities within which they operate. Institutionally, the staff pledged to work towards creating and advocating for inclusive spaces in which everyone could feel they belonged. In addition, there was agreement that SBF should support staff in feeling empowered and capacitated in order to promote diversity and inclusion in their communities and the workplace.

Other antiracist work has included a project focusing on racial literacy, which explores constructs that perpetuate privilege, microaggressions, rankism and racial trauma. Racial literacy workshops are now planned with SBF's scholarship pupils and their parents.

The team also started a book club which is reading Ibram Kendi's book How to Be an Antiracist. The staff meet on a monthly basis to talk together, unpack their shared learning and undertake the required heart work, joining each other at different points along their various individual antiracism journeys. These monthly sessions create a safe space for staff members to share stories and learn together. They have provided a powerful healing space and have also led to acknowledgement of the deep scars left by racial trauma.

Most recently, as the result of a session facilitated by DEIB consultants Kehiloe Ntsekhe and Solange Rosa, SBF reviewed all its policies through a DEIB lens and revised them accordingly with staff buy-in, promoting systemic change within the organisation.

Disrupting the status quo

Meanwhile, SBF is striving to disrupt the status quo and continue to enlighten and further educate the partner institutions (and staff) with which we collaborate, our own team and our beneficiaries. Advocating for its beneficiaries. SBF works with partner schools and institutions to create more inclusive spaces for all pupils and students. To this end, SBF hosted a series of workshops, at which it shared the results of its scholar survey with principals and considered how to produce leadership for anti-racist institutional change.

A series of workshops was also held with key staff members at the partner schools with the aim of creating a safe environment for SBF pupils. Jennifer Wallace, who is the principal of SBF partner Wynberg Girls High School, presented the findings of her PhD research: The Gift of a Scholarship: Reflective accounts of scholarship recipients attending elite secondary schools in post-apartheid South Africa. Clinical psychologist and DEIB specialist Kehiloe Ntsekhe presented on how to create a sense of inclusion and belonging, instead of an expectation that pupils of colour should "fit into" school cultures. The sessions concluded with school and SBF staff members reflecting on their own experiences and considering how they could collaborate more effectively to create inclusion and a sense of belonging for pupils.

Maya Angelou said: "Diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter what their colour." SBF continues to work on its own tapestry. ...

Halli Manolakos-Tsehisi is the Executive Head of the Andreas and Susan Struengmann Foundation South Africa and CEO of Students for a Better Future. Helen Malgas is Senior Psychosocial Co-ordinator of Students for a Better Future.





Working to end gender-based violence and femicide in South Africa

A partnership perspective from the Ford Foundation

By Nicolette Naylor and Nicky Le Roux

OUTH AFRICA REMAINS A COUNTRY
WITH THE UNENVIABLE REPUTATION OF
BEING ONE OF THE MOST DANGEROUS
PLACES IN THE WORLD FOR WOMXN AND
GIRLS. At the same time, the government
has historically underestimated the
severity of femicide and gender-based
violence (GBV).

In 2018, the country found itself at a crossroads as reports of gender-based violence and the murder of womxn mounted. In response, womxn launched a campaign calling for the

#TotalShutdown of gender- based violence. A national conversation around GBV and femicide started, with many young womxn and survivors speaking out and expressing their rage at the government's apparent inability to address the scourge of violence against womxn in the country. The campaign was launched as the global #MeToo movement also gathered momentum, with feminists from India to Mexico and

the United

States taking

to the streets demanding accountability for gender-based violence. The Ford Foundation, which has historically supported the work of non-governmental organisations (NGOs) seeking to address GBV, saw this as a catalytic moment for philanthropy and civil society to reflect on what could be done differently to create a greater impact.

The Foundation decided to start by listening to what young feminist movements and NGOs were demanding as part of their protest actions, to which it offered support. This engagement was to prove an important investment given the >>







impact of a list of 24 demands which was presented to President Cyril Ramaphosa by activists from a #TotalShutdown march held in Pretoria on 1 August.

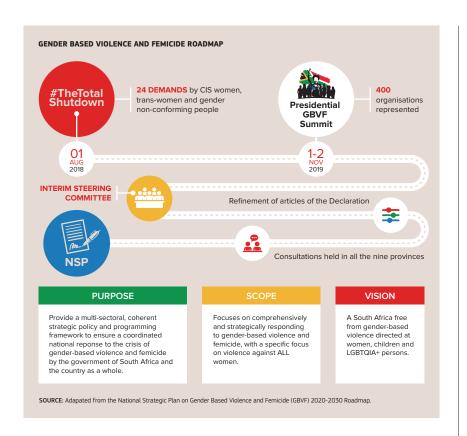
Among the demands was a call to convene a presidential summit on GBV and femicide (GBVF), to which Ramaphosa agreed. As a result, a presidential summit, which was the first of its kind in South Africa, was convened in November 2018 with 1 200 delegates from around the country starting a dialogue about what would be needed to address GBVF on a nationwide basis. It was agreed that a National Strategic Plan (NSP) on Gender-Based Violence and Femicide, which would attend to the needs of survivors, should be produced by all interested stakeholders from government, civil society, the private sector and the development sector.

The Ford Foundation was asked to continue its support for civil society activists and survivors on the issue, including in relation to producing the The Foundation decided to start by listening to what young feminist movements and NGOs were demanding as part of their protest actions, to which it offered support.

NSP. Accordingly, it sought to ensure that womxn's rights and feminist civil society organisations (CSOs) had a seat at the table as the drafting of the NSP began. In this regard, the Foundation provided support to the Interim Steering Committee which was set up to draft the NSP and develop a framework for a National Council on GBVF. This funding was critical to enable the active, unhindered participation of CSOs alongside government representatives. The Foundation further sought to ensure the participation of grassroots movements and survivors across all of South Africa's nine provinces, including in rural and urban settings, as part of

the consultative process. As a result, tens of thousands of womxn, girls and ordinary South Africans provided inputs into the development of the NSP. Importantly, the Foundation also sought to ensure that the government was part and parcel in the development of the NSP. The Foundation therefore played both an "insider" and "outsider" role in this initiative, listening to and funding the needs of feminist and womxn's rights groups, and also supporting the policy development process within government.

The NSP, which has been adopted as a result of these efforts, is a progressive document in terms of its framework, language and approach. It holds to an ethos of inclusivity, embracing diversity and intersectionality, and is centered around the experience of survivors, womxn and girls and the most marginalised. Featuring six pillars, the NSP weaves together complex strategies and approaches and seeks to bring together the perspectives and interests of diverse government departments and civil society



organisations. The final version represents an authentic response to the calls of womxn around the country in its focus on greater accountability for acts of violence; preventing violence before it happens; and responding to violence when it occurs. This NSP has been heralded by experts around the world as a progressive, survivor-centered plan which promotes a whole-of-society and a whole-ofgovernment approach.

But the Ford Foundation's work did not end once the plan was passed. A progressive plan alone is not enough; it must be adequately funded, monitored and implemented in order to be effective. Accordingly, the Foundation has provided both direct and indirect funding in support of a programme to implement the NSP. This move followed consultation between the government, civil society and the private sector during which it was proposed that a GBVF Response Fund be established to resource the enactment of the plan. Close to R130 million has been pledged towards this fund since its launch in February 2021 by private-sector

companies; while the Foundation itself has also made a direct contribution of \$500 000. The idea is that the resources should be pooled in support of triple-helix collaboration which may bring implementation of the plan to scale. The Foundation has also pledged \$1 million towards the civil society programming that will be needed to enact the NSP and monitor its progress.

The process of establishing and implementing the NSP, while extremely challenging and at times fraught, has highlighted the need for a multisectoral, multi-pronged approach to GBV. It has also shown how foundations can partner with both the government and civil society in supporting such work. In this regard, this moment represents a unique opportunity for foundations to help establish a platform for partnership and collaboration among multiple stakeholders which can produce significant impact. The project has also provided the Ford Foundation with the opportunity to deepen its funding ecosystem to include more radical feminist approaches.

The Ford Foundation has been committed to the NSP process over three years in a response largely driven by the brave womxn and girls who took to the streets in 2018 to demand action by the government.

Furthermore, in its engagement in the NSP process, the Foundation has not only funded organisations which promote an explicit feminist analysis of GBV, it has also helped to ensure that they have a seat at the policy table with government.

The Ford Foundation has been committed to the NSP process over three years in a response largely driven by the brave womxn and girls who took to the streets in 2018 to demand action by the government. In undertaking this project, the Foundation has prioritised working with multiple partners in the knowledge that no matter how much money it devotes to this cause, no single foundation can solve the problem of gender-based violence and femicide alone. Collaboration across multiple sectors and partnering with both the government and survivors of violence is crucial in order to produce appropriate solutions and

Nicolette Naylor is International Director for Gender, Racial and Ethnic Justice at the Ford Foundation. Nicky Le Roux is Program Officer, Southern Africa focusing on Gender, Race and Ethnic Justice at the Ford Foundation.







Life Child South Africa is currently operating in Cape Town, within the informal shack community of Kosovo and the neighbouring semi-formal community of Samora Machel, in Philippi.

More than just charity

A Christian perspective of philanthropy



By Neil Hart

Generosity through catalytic partnerships

The culture of biblical stewardship which underpins the character of the Mergon Foundation dates back to a September morning in 1980. Francois van Niekerk found himself desperately reaching out to God as a lifeline to save his business.

Never in his wildest dreams could he have imagined just how significant that day was and how it would change the course of his life – how his influence would grow, his perspective on giving and financial stewardship would be shaped, and perhaps most importantly, how many lives would be impacted as a result.

From humble beginnings and limited capital, Francois initiated a structure and financial ecosystem which now allocates the majority of its investment proceeds through the Mergon Foundation. In distributing these funds, the Foundation works with many ministries and non-profit organisations (NPOs) across Africa and the Middle East.

As a Christian faithbased organisation, the Mergon Foundation has adopted a particular perspective on giving and generosity.

A view on generosity

As a Christian faith-based organisation, the Foundation has adopted a particular perspective on giving and generosity. First, it operates according to the belief that it is more blessed to give than to receive. There is great joy in the act of giving when it is done with pure motives. Such giving also promotes peace of mind.

Second, the giving is undertaken in the belief that nothing is owned by one individual alone. Rather, wealth should be stewarded for the benefit of others and the generations that follow. In the process, benefits may be reaped but not as a result of holding on to wealth for fear of deprivation.

As Francois puts it in his book, Doing Business with Purpose: "Whatever success we may achieve is not from within ourselves. We should continue to seek common ground not only in

fter Care Centre in Stellenbosch, Western Cape.



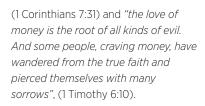


furthering commercial success but also to improve the social fibre of the world. A giving disposition brings significance to our lives and often also unexpected material benefit. But we receive the latter only if we do not give to receive, and the material blessing does not become the focus of our life"

Third, it is important not to get attached to money and to allow it to rule one's life or to hold on to it for selfish interests. The Bible says: "Those who use the things of the world should not become attached to them".

Whatever success we may achieve is not from within ourselves. We should continue to seek common ground not only in furthering commercial success but also to improve the social fibre of the world.

Francois van Niekerk, founder of the Mergon Group.



In this regard, the Christian writer RT Kendall explains "Joseph was given something that he could be trusted with because it didn't mean that much to him." That is, a Jew was given the authority to manage the entire Egyptian empire on behalf of Pharaoh.







From funder to partner

Over time, the Mergon Foundation has evolved from being only a conduit of funds to being a resource partner. Even though funding is still at the centre of its work, the Foundation also makes a number of equally valuable resources available to its ministry partners, including leadership and organisational health tools and support. This shift in focus has been motivated by the desire to see healthy, thriving organisations functioning at their full potential to achieve maximum impact, and the Foundation's mission to be a catalyst for this.

A catalyst is defined as a small dose of a substance which, when released into the right environment, can cause a disproportionate effect. Scripture talks about a small seed sowed to yield a great harvest. Across Africa and the Middle East, the Foundation aims to sow small seeds as a catalytic partner

The Sozo Foundation Bakery Skills School in Muizenberg, Cape Town.





which can contribute to the multiplication and increase of the impactful work of its partner organisations - be that in the fields of discipleship, education, skills development, training or caring for the poor, marginalised and vulnerable. In undertaking these activities, the key question that the Foundation asks of itself is how funds, knowledge, experience, networks and relationships may best be leveraged to facilitate maximum impact. This has led to the development of various strategic initiatives and partnerships.

Staying true to the calling

Forty years after its establishment, the Mergon Foundation's reach has increased to the point that thousands of lives are being impacted. From having only a handful of partners a few years ago, the Foundation now resources more than 100 partners across three regions: South Africa, sub-Saharan

The Sikunve Early Life development programme



Africa and the Middle East and North Africa. This success may be attributed to God's will and a continued commitment to keeping the Foundation's original calling at the centre of all it does. As part of the Mergon Group, the Foundation's vision is to see God's Kingdom come in every level of society and every geographic region in which it works. When "God's Kingdom comes" in a community or an individual's life, restoration takes place; peace is restored; people's needs are met; and sustainable community transformation happens. Thus, it seeks to strategically deploy the resources with which it has been entrusted through well-chosen partnerships for the maximum

In broad terms, the Foundation's mission is one through which it aims to help create societal transformation, uplift the poor and marginalised, bring hope, restore dignity and peace in Africa and beyond. In all of this, the Foundation is guided by the belief that it is merely a steward of resources endowed by God which should be dispensed with faith in the expectation that, as part of God's larger story, changes will be produced that could scarcely be imagined.

expansion of God's Kingdom.

Neil Hart is Executive Head of the Mergon Foundation.

The Foundation's mission is to help create societal transformation, uplift the poor and marginalised, bring hope, restore dignity and peace in Africa and beyond.





The Denis Hurley Centre opened its 2015 interfaith concert at Durban's Emmanel Cathedral with music from all world religions. Photo credit: Val Adamson

Giving as an act of faiths

HERE IS SURPRISINGLY LITTLE READILY AVAILABLE, RELIABLE RESEARCH ON THE RELATIONSHIP BETWEEN GIVING AND **RELIGIOUS ADHERENCE.** Much of what does exist is from the United States (US). which can hardly be considered representative of the rest of the world. The US has the highest level of religious adherence in the global north which makes it an outlier; and it is also a culture which seeks to "reward" people with low taxes, while at the same time expecting a high commitment to personal giving.

More interesting are those countries, including South Africa, where residents expect to receive an appropriate level of government services in return for moderate taxation. In such countries, charitable giving is largely to supplement what comes from the government not a substitute for it.



By Raymond Perrier

In countries such as South Africa, charitable giving is largely to supplement what comes from the government not a substitute for it.

The trade-off between taxation and donation is an important consideration in analysing the development of religious giving. Christian fundraisers often reference the Biblical concept of the tithe. For example, in the book of Genesis, Abraham pledges to give away one tenth of everything he has gained. The tradition of giving a tenth of one's income continued to be promoted in Jewish scripture, by the early Christian Church and into the Middle Ages when religious organisations were also the main providers of schools, hospitals and other services which would now be provided by the state. In this regard, the tithe may be viewed as an early non-state form of taxation. Although it may seem generous as a form of giving, most modern tax-payers may welcome an income tax rate of only 10% compared with the higher rates that are now usually levied.



Waiting area for food at the Denis Hurley Centre



Interfaith Iftaar Ramadan 2021

The reality is that often when religious people give money to charity, they give it to their own religious organisations or to charities which are explicitly linked to these organisations.

The Islamic equivalent of giving to help the poor is zakáh (or zakat) to which 2.5% of total wealth (rather than income) is assigned. Thus, in Muslim-dominated countries, relatively low levels of taxation tend to take

account of the fact that most people are also giving substantially through zakáh. However, a Muslim living in a country like South Africa with Western levels of taxation would still be expected to give the same proportion of their wealth in zakáh.

While the emergence of mainstream taxation in modern societies has changed religious people's perspective on how much they give, it has not altered their commitment to giving per se, although surveys which try to compare religious and non-religious donors are not very helpful in this regard. For example, a BBC poll

conducted in 2014 claimed that 77% of religious people had given to a charity in the previous month compared with only 67% of non-religious. However, such polling fails to take account of the general tendency of older people, a greater proportion of whom are religious, to give more to charities.

The research also failed to take account of the numbers of people who may or may not consider donations to their own churches as a form of giving to charity – a crucial point in relation to the argument made here.

For the reality is that often when religious people give money to charity, they give it to their own religious organisations or to charities which are explicitly linked to these organisations, suggesting that that their religious identity is a key motivation for giving among religious people. Such giving may be undertaken both for greatly altruistic and less altruistic reasons.

Among the more altruistic reasons is the belief that donations made through a religious organisation which one trusts will be used more effectively. All charitable giving has an element of risk since one cannot be sure that the money will be put to good use. The direct engagement which comes from giving to a beggar on the street may be overshadowed by the fear that the money could be misused.

However, under the assumption that there is trust among the members of a particular faith group, religious donors may be more likely to believe, whether rightly or wrongly, that giving to their local church or their denomination's preferred charity will ensure that the funds are used well.

For example, the Catholic Fund for Overseas Development (CAFOD) in the UK generated an above average level of donations among its target Catholic audience, although it would be hard put to claim that the work it did was actually any better than that of Oxfam or Christian Aid.

Among the less altruistic reasons for giving within one's own religious institution is the importance attributed to "virtue signalling" by some donors. All religious traditions value giving to help the poor. If I want to be a good member of my faith, then I should give: and if I want to be seen as a good member of my faith then I would want to be seen to be giving. Sometimes such recognition can take the crude form of posting lists of who has given and how much, which is still a commonplace practice in some Irish churches. It may also take the more subtle form of a badge, or a pin or a wristband. Or it may be expressed through taking part in a collective act of giving. For example, it is noteworthy how many churches still rely on people physically putting money in a basket or on a plate when, for all concerned, a debit order would clearly be an easier, although less visible, way of making a donation.

In all of this, contributing to a charity that is closely associated with one's faith group, whether visibly or less so. represents an affirmation of an individual's commitment to the good works of their religion. Which is what makes the fundraising success of the

For us, faith is not a neutral identifier but a powerful characteristic of the people who work for and support the centre.

Jewish. Muslim and Christian women working side by side to serve the poor



multi-faith Denis Hurley Centre in Durban such an interesting model. The centre, which is named after the man who from 1947 to 1992 was the city's Catholic archbishop, is an explicitly multi-faith organisation. It not exclusively Catholic: nor is it a secular body which hides behind the standard modernist trope of "all faiths and none". For us, faith is not a neutral identifier but a powerful characteristic of the people who work for and support the centre.

Indeed, its name is a signal of religious inclusivity in Durban itself, where the former archbishop Hurley became well-known for his efforts to work with the leaders of the other Christian denominations and main faiths in the city. He was a unifying figure not a divisive one. And the location of the centre that hears his name reinforces. this: the Catholic cathedral is on one side, the main Friday mosque on the other; across the road is where the young Mahatma Gandhi had his law office; and nearby are the oldest Jewish and Parsee cemeteries in town. It is also a matter of pride that it is the only building in the world named after a Catholic archbishop which houses a halal kitchen where volunteers of all faiths work side by side to help the homeless.

The centre has also demonstrated that it is possible to leverage the two motivations for religious giving described above and make them work outside a denominational identity. It seems that in Durban people of all

faiths trust that an organisation inspired by Denis Hurley will be effective and reliable in using their funds, even including those denominations with whom he did not have a relationship. For example, one relatively new independent Evangelical church, which gained a reputation for its successful if exclusivist approach to fundraising chose to work with the centre and by extension with the multiple faith groups that it embraces, when it saw how much more effectively its funds could be used if deployed collaboratively.

The "virtue signalling" motivation has also been evident in individual donations and the institutional giving of faith-based charities in the city. Many religious people have continued to collect for the charities of their own faith traditions: the Catholics for the Society of St Vincent de Paul, the Muslims for the South African National Zakáh Fund (SANZAF), the Hindus for the Maha Sabha. But these same donors and organisations also give to the Denis Hurley Centre. For the institutions, it seems that a multi-faith project can be included on their lists of "organisations that people like us support". The centre further receives funds from individuals whose donations are partly motivated by the prestige of giving, including both "major donors", that is the wealthy individuals who are usually now honoured with the name "philanthropist", as well as ordinary church- and mosque-goers who give generously from the little they have.

The example of the Denis Hurley Centre clearly shows that religious reasons for giving, which are so important in encouraging people to share what they have, are shared across faiths and can be leveraged to bring together different religious identities and produce collaboration. @

Raymond Perrier is Director of the Denis Hurley Centre in Durban. He has worked for faith-based charities in the United Kingdom, Uganda and South Africa for the past twenty years.





Dr Imtiaz Sooliman, Founder of Gift of the Givers

It has been an adventurous journey, delivering R3,8 billion in humanitarian assistance to millions of people in 44 countries observing conflicts, natural disaster and human behaviour.



Currently, in South Africa, providing water in droughtstricken areas, dealing with Covid-19 requests from multiple health facilities, supporting orphanages, old age centres, homes for the physically and mentally challenged, upgrading hospitals and schools, delivering fodder and nutritionally enriched pellets to animals, providing food parcels to the hungry, and dealing with the challenges of civil unrest and looting of three weeks ago is our primary focus.

The economic and social challenges since Lockdown on 27 March 2020 and the fallout from the current unrest necessitates a deeper view of the difficulties we face as a nation.

Prosperity to posterity is indeed possible but demands a patriotic, altruistic, all encompassing, committed approach from all sixty million of our people.









The rainbow of our diversity should not be an impediment to development nor an instrument for conflict or disorder but rather an opportunity to draw on our strengths as a

multi-ethnic community with the psyche, skills and spiritual values embedded in our genetic make up which could easily be drawn from the 200+ countries globally given the diversity of our ancestry.





Undoubtedly, the thread that needs to weave this unity and understanding is spirituality. The hallmark of spirituality is caring, compassion, generosity, sharing, ethics, integrity, honesty, forgiveness, annihilation of ego, greed, miserliness and self-centredness.



The reality is that we are united in our blood and our genetic make up but that unity is not fully manifested in our individual, societal and national interaction.









Our view of fellow beings should not be affected by fear or bias based on race, colour, ethnicity, political affiliation or social strata but based on love, understanding and appreciation of the challenges we face as individuals and communities.



Our individual economic progress should compel us to stretch out and lift the less endowed to support the concept of altruistic human development.



Giving never diminishes wealth.









Covid-19 taught us that nothing in life is certain, that the wheel of fate turns, that those endowed can become recipients overnight. The only certainty that never fails or disappears is spirituality and good deeds.







South Africans it is time for us to find each other genuinely, sincerely and permanently, where development and harmony, not destruction and discord is the order of the day.





On this 29th anniversary of Gift of the Givers we pray for the unity in our blood and genes, inherited from our diverse ancestry, to be manifested in social cohesion unconditionally.

Reference

The 12 quotes in this article are from the Gift of the Givers 29th Anniversary statement, 6 August 2021.





Balancing Short-term Emergency Relief with Long-term Strategic Philanthropy

E LIVE IN A WORLD WHERE WE ARE **OFTEN REMINDED** that resources are scarce and that harmonisation of giving and focusing funding where it matters most is essential to achieve the best possible results. This means that philanthropists are increasingly inclined to be strategic in their funding practices, and this trend is set to continue in view of the calls for philanthropy to become active players in creating a more just and equal world. This would typically require a focus on systemic issues and conditions that are at the centre of injustice and inequality, and which provide opportunities for influencing

Philanthropic giving focuses on the systemic issues and root causes of the challenges we face in our society.



By Fia van Rensburg

catalytic change which can be sustained over long periods of time. It also requires engagement in work where the results are not immediately apparent, and where measuring impact over time could be quite challenging. This approach is also reflected in the way in which IPASA describes philanthropy on its website:

"Philanthropic giving focuses on the systemic issues and root causes of the challenges we face in our society. Distinct from charity, that offers short-term relief, philanthropy involves analysis, reflection and clear purpose. Institutionalised philanthropy through the formal establishment of philanthropic foundations based on an endowment creates long term opportunities for sustainable giving."

Distinguishing philanthropy from charity does not mean that philanthropists should not provide short term crisis funding at all - it is more about maintaining a balance, which will ensure that attending to short-term needs does not take away attention from the complex underpinning conditions that are challenging to change. Many philanthropy organisations follow a mixed or a layered approach, which entail responding to both short-term needs and longer-term priorities.



The damage by the widespread looting and destruction in KwaZulu-Natal and parts of Gauteng is estimated to be as high as R20 billion. Photo credit: ESBrokers

IPASA believes in the importance of balancing long term strategic philanthropy with immediate effective emergency support. IPASA supports strategic philanthropy - which addresses the root causes of social and economic issues, and which leverages the power of collaboration and partnerships - because it is regarded as the most effective way of enabling enduring and deep change. When the unrest erupted in KwaZulu-Natal and Gauteng in July 2021, IPASA realised that it was time to balance this strategic approach, with some immediate action.

By convening a meeting of IPASA members, other KwaZulu-Natal-based philanthropists, and non-profit organisations that work in the areas that were affected by the unrest, it was possible to get a better sense of the nature and extent of the issues on the ground, and most importantly, priority needs. This enabled IPASA to compile a list of needs and organisations that work in these areas, which could assist with providing more information and with

By convening a meeting of IPASA members, other KwaZulu-Natal-based philanthropists, and nonprofit organisations that work in the areas that were affected by the unrest, it was possible to get a better sense of the nature and extent of the issues on the ground, and most importantly, priority needs.

emergency responses. The value-add of this list was that it enabled IPASA members to respond more quickly and with confidence, because the list was based on trusted recommendations from other IPASA members.

IPASA has since then followed up with members via a survey to find out if, and how they responded to the situation. The survey indicated that IPASA members had adequate and

appropriate systems in place to respond to this kind of emergency situation, and those who responded, did so in a thoughtful and wellconsidered manner aligned with their strategic philanthropic endeavours. Almost all IPASA members who completed the survey said that their organisation had a mandate to respond to emergency or disaster situations, and most of them had appropriate governance measures in place to ensure fast, but accountable responses. Some IPASA members are also required to align their emergency response funding with the sectors or focus areas they normally fund.

When responding to the 2021 KwaZulu-Natal and Gauteng unrest, most IPASA members provided funding for emergency food relief support, with some directing their support to vulnerable persons such as children and the elderly. "We provided support to food security organisations because we wanted to ensure that the vulnerable (children and elderly) are not negatively impacted by food

shortages in the communities as a result of the looting." Other IPASA members focused on supporting small businesses, including spaza shops; health related funding which included hygiene packs and the restoration of supply chain mechanisms at hospitals. and other health initiatives; and support to the education sector which included the repair of looted and vandalised schools.

What stood out from the survey, was that IPASA members without exception worked either directly with communities, or with beneficiaries, or organisations in the affected areas to provide support. "We believe that civil society organisations are on the frontlines of supporting people - and as such are best placed to get support to

Being able to respond quickly to an emergency situation gives us comfort that should another dire situation arise, our trustees, advisory board, admin and operational staff are ready and can respond with speed and efficacy.



the most vulnerable." IPASA members who already had relationships with beneficiary organisations in the area worked with them to support the communities in which they work. This ensured that support was needs-based. "We asked our beneficiaries how we could support them." Some also preferred to fund organisations who specialised in responding to emergencies. "We believe that there are well capacitated organisations to deliver emergency services."

The key theme was that connecting and collaborating was the best way to ensure appropriate and effective responses. "Being able to be in contact with others who are giving aid makes it easier to find the best path for giving." and "Use and fund what is already working on the ground."



The survey was also used to gauge IPASA members' preparedness for responding to future emergencies. From the responses received, it was clear that IPASA members are confident that they will be able to respond to future emergencies when they occur. "Being able to respond quickly to an emergency situation gives us comfort that should another dire situation arise, our trustees, advisory board, admin and operational staff are ready and can respond with speed and efficacy."

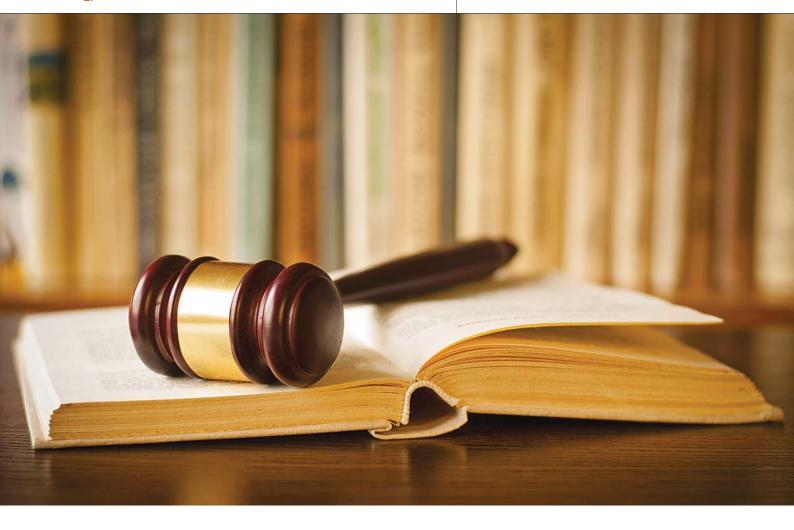
Other learnings emanating from this experience were about the need for philanthropic organisations to be agile and to be able to collaborate with others in emergency situations: "We were happy with the process. Only learning was just how many people/ organisations were willing to be involved / contribute."

Learnings from this crisis situation are not insignificant, given that the need for emergency philanthropic responses may increase in future, because of various trends, not only in South Africa, but also globally. The world-wide unease and local frustrations with extremely high levels of inequality, combined with near hopelessness regarding exorbitant unemployment levels, coupled with political volatility and the anticipated direct and indirect effects of climate change, create conditions that are likely to produce further unrest and instability creating emergency situations.

While South African philanthropists must be prepared to respond to emergencies, it is precisely these conditions that underline the importance for the philanthropy sector in our country to be strategic, to ensure that funding is directed to focus areas with potential for catalytic and large-scale systems change that can change underlying fault lines in our society. @

Fia van Rensburg is IPASA's Knowledge Manager.





Time to reflect

The Regulation of Philanthropy in South Africa



By Prince Mudau

The legislative framework

The South African Constitution provides a Bill of Rights which protects and promotes fundamental human rights, including the rights to freedom of assembly, association, and expression. These freedoms are essential to the practice of philanthropy. Over the past two decades, a raft of different laws and regulations which regulate philanthropy directly and indirectly have been enacted, including provisions on tax exemption and the registration and governance of

philanthropic organisations. The International Center for Not-for-Profit Law (ICNL) described the regulatory framework as "supportive of civil society in general and philanthropic giving in particular". However, little is known about how these laws and regulations actually affect and impact the practice of philanthropy, giving rise to a need to conduct a comprehensive review of the regulation of philanthropy as a sector, which is currently enacted through a hybrid system comprising statutory law and self-regulation.

The regulatory landscape

The ICNL lists more than twenty legislative acts and regulations that deal with philanthropy in South Africa. In some cases, these laws and rules have a direct impact on philanthropic practices - for example, through the tax exemptions for public benefit activities which were established as incentives for philanthropy. Other laws

and regulations have an indirect effect by, for example, establishing institutions and agencies which can regulate the practice of philanthropy. Some of these, such as the NPO (non-profit organisation) Directorate, were established with the specific aim of regulating the practice of philanthropy. Others were created with more general purposes, such as the South African Revenue Services (SARS), the Financial Sector Conduct Authority (FSCA) and the B-BBEE (Broad-based Black Economic

In the main, the regulatory landscape for philanthropy in South Africa is well developed. However, although an enabling environment has been created there are still regulatory barriers which limit the practice of philanthropy. For example, community organisations are required to register with SARS for tax exemptions, which can prove a hurdle. In addition, regulations designed to curb money-laundering impose stringent conditions on the terms of cross-border philanthropy.

Empowerment) Commission.

Reviewing the framework

A review of the effectiveness of the rules and laws governing philanthropy in South Africa could lead to a betterregulated space for the practice. Such a review would normally be the province of the government. However, this may not be a priority for the government which may have limited capacity or will to undertake it, particularly given the complexity of the legal framework for philanthropy and the fact that is administered by a range of departments.

In this regard, the onus is on the philanthropic organisations themselves to address the issue and initiate research and knowledge production on the impacts of the laws and regulations on philanthropy. Such a move may also find support in government, given that the South African process for lawmaking allows for significant

stakeholder engagement in policymaking efforts. Such a review may take as its template policyevaluation criteria established by the Organisation for Economic Cooperation and Development (OECD), which are particularly suitable for non-government stakeholders. According to these criteria, the review would have to interrogate a number of key topics:

• Relevance - Do the objectives of the regulations and laws that regulate philanthropy correspond to the needs of philanthropy and the issues faced by its practitioners? In particular, how relevant are the regulations to African and traditional forms of philanthropy? Do the regulations adequately address the full range of philanthropic practices, including social

The onus is on philanthropic organisations to address the issue and initiate research and knowledge production on the impacts of the laws and regulations on philanthropy.



- enterprise, venture philanthropy, corporate social investment (CSI) and impact investing?
- Effectiveness How do the various laws and regulations shape the philanthropic space in South Africa and what are the effects and changes that are created as a result?
- Efficiency How do these laws and regulations create efficiency in the practice of philanthropy in South Africa? Does the regulatory framework promote or hamper cost-effective practices? What are the barriers to practising philanthropy? Are the various institutions that regulate and facilitate philanthropy effective in executing their mandates?
- Sustainability Do the laws and regulations foster the practice of philanthropy in the long term? Do the laws and regulations foster practices which can produce more sustainable philanthropic organisations?
- Impact What are the impacts of these regulations and laws on philanthropy in the short and long terms?
- Coherence How do the different laws and regulations that regulate philanthropy relate to, and complement each other? What are the synergies among the departments that regulate philanthropy?

In conducting a review based on such questions, knowledge would be produced that could shape policy development at the national level and establish a better regulated space in support of philanthropic endeavour.

Prince Mudau is an aspiring non-profit lawyer with a keen interest in corporate social responsibility, civil society governance and funding. He is currently producing a master's thesis on the regulation of philanthropy in South Africa at the University of the Witwatersrand.



Mrs Tsitsi Masiyiwa with community members in Makoko, Lagos, Nigeria. Photo credit: Higherlife Foundation

Leveraging Africa's collective wealth



By Mosun Layode

HILANTHROPY OR GIVING IS AN INTEGRAL PART OF AFRICAN IDENTITY and has always served as the glue that binds together communities and contributes to the development of the continent. In this context, the African

Philanthropy Forum (APF) believes that homegrown development by Africans for Africa is the key to unlocking the continent's exponential growth potential. From APF's inception, the main challenge it has faced has been how to promote giving in a coordinated, determined, meaningful and high-impact way.

APF was founded in the belief that Africans' collective wealth – and not their poverty – should dictate how the continent develops. Wealth is changing in colour, gender, and generation. In response to this reality, APF aims to transform the culture of giving on the African continent so that, by 2030, the sum total of what is given exceeds the amount of development aid. Established by the Global Philanthropy Forum in 2014,

APF became an independent entity in 2017 with a mission to build a strong, vibrant community of partners who, through their strategic giving, investments and influence, could foster shared prosperity. Over the years, the Forum has reached philanthropists, social investors and key stakeholders in 14 countries across Africa, sharing knowledge, facilitating collaborations and amplifying the work of its network.

With the support and guidance of a strong, diverse board of leaders with a range of expertise and experience, a strong focus is to foster collaboration for better outcomes. APF works closely with philanthropists, high-net-worth individuals, foundations and the private sector to start, expand and reorient their philanthropy, increasing the impact and scale of giving on the continent.

Creating connections

APF has collaborated with a number of philanthropic support organisations to improve the philanthropic infrastructure on the continent. Its initiatives in this area have included:

- Producing a database of who is doing what in the philanthropic space on the continent, with the aim of fostering connections between African and international donors, and local service providers. The database should help the sector to become more organised and enable the provision of the kinds of services that it needs as it grows. Thus, it may take better care of its own interests, including by correcting imbalances in the distribution of resources across the sector.
- Establishing an Unlocking Local Philanthropic Capital research project in partnership with Bridgespan Group, a non-profit organisation (NPO) based in the United States (US). The aim of this was to produce a better understanding of the nature of the barriers preventing local capital flows into African NPOs and how these may be overcome.
- · Launching a Systems Change Program in partnership with Dalberg, in April 2020, identifying the systemic problems which have

hindered Africa's growth for decades and accelerating initiatives to address them. Under the first iteration of this programme, a number of "system entrepreneurs" were equipped with the resources required to achieve transformational impacts. The larger goal of the initiative is to produce a cadre of people who can think and act systemically and implement radical change in response to complex African challenges which defy simple solutions.

Building knowledge

Education must underpin the development of a strong philanthropic ecosystem on the continent. To this end, APF produced The Toolkit for African Philanthropists, a two-volume manual which equips African philanthropists with the information, knowledge and skills required to enhance the effectiveness, efficiency, impact and scale of their interventions. APF also launched a "Why Give" series of interviews with Africa's strategic philanthropic leaders in which they trace their personal trajectories; their strategies; and the lessons they have learned in an effort to inspire emerging philanthropists on the continent.

APF has also produced an array of e-publications and newsletters sharing big ideas and actionable insights on some of the most important issues of

the day. In addition, it has engaged more than 2 500 current and emerging philanthropists, foundation heads and other stakeholders through a series of actual and virtual conferences and meetings. The aim of this series has been to provide a democratically accessible platform for philanthropic expertise which can help all those involved in the sector interact, learn and share best practices, thus increasing the scale and impacts of their work.

Promoting philanthropy

As philanthropy grows and extends into new areas, it is important to ensure that there is an adequate system to support APF members, enabling them to take advantage of opportunities and protecting them against threats. In order to produce such a system, a clear understanding of the factors that enhance or hinder giving in Africa needs to be produced. Against this background, the APF has started work on an African Philanthropy Index in an effort to provide a baseline for the practice on the continent which will serve as a benchmark for the future and illuminate the different ways in which philanthropy can be approached and leveraged to achieve development goals.

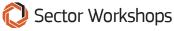
Looking forward

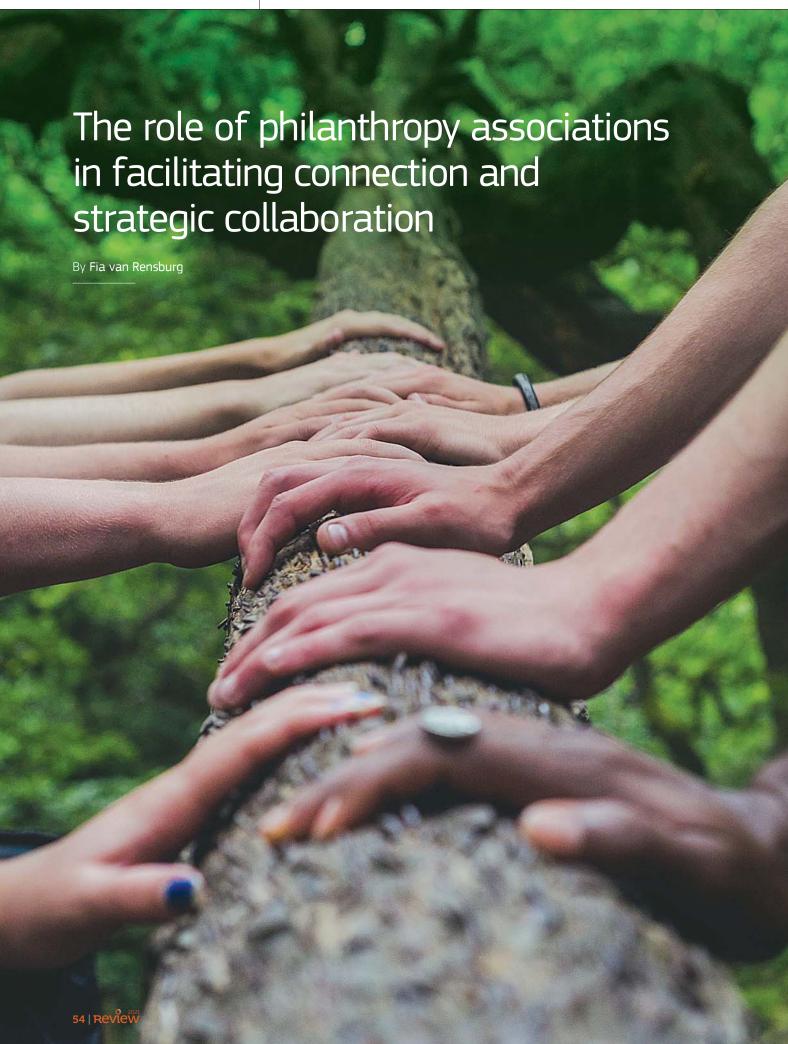
Africa needs not wait for the world to come to its rescue; because it already has the resources needed to develop African solutions for African problems. APF is optimistic that by strengthening Africa's philanthropy infrastructure, creating long-term partnerships and sharing the results of its learning and research, it will develop the transformative ideas, individuals, foundations and institutions require to strengthen communities; help tackle social challenges; solve complex problems; catalyse change; and build momentum for development across the continent.

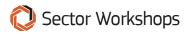
Mosun Layode is the Executive Director of the African Philanthropy Forum.











HILANTHROPY ASSOCIATIONS' MAIN ROLE is to increase the effectiveness, impact and scale of philanthropy by convening and educating and informing grant-makers where they can access relevant knowledge to follow best funding practice and build strategic collaborative partnerships.

The Independent Philanthropy Association South Africa (IPASA) regularly brings its members and other funders together to network, learn best practices or new practices, and gain information that can inform and improve their giving.

One of the main motivations for individuals or organisations to join associations like IPASA is the need to connect with like-minded people in a safe space where they can gain access to resources which otherwise may not be easy to obtain. These resources can be in the form of relationships with others, built on trust and reciprocity, information and knowledge products (knowledge capital), specific skills and competencies (human capital), and even the most well-known form of capital (financial capital). It also gives them the opportunity to find areas of possible co-ordination and collaboration of efforts.

The value of being a member of an association like IPASA also lies in the ability to access opportunities for collaboration with other funders with common grant making objectives. Funder collaboration has the potential to leverage opportunities, maximise resource use, explore opportunities for systemic change, and achieve greater impact.

Being part of a network of peers in philanthropy assists its members to enhance their agility to adjust and adapt in a rapidly changing, unpredictable and increasingly demanding world. This, coupled with the mounting pressure on the philanthropy sector to re-think it's purpose and how it has traditionally

operated, elevates the need for coming together to find solutions for complex systemic societal problems that cannot be solved overnight or by individual organisations. Philanthropists can benefit enormously from belonging to a community which will help them keep abreast of developments and changes in the philanthropy sector.

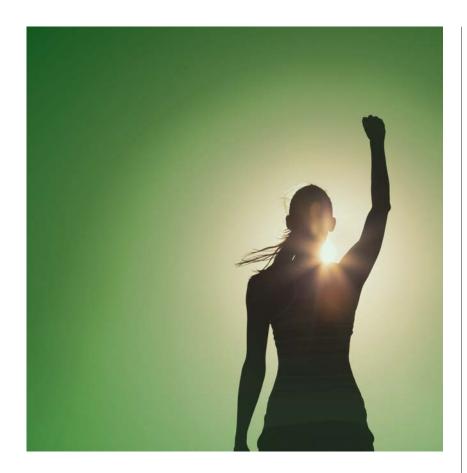
Making philanthropy a less **lonely place**

Philanthropy "can be a lonely place" for different reasons - one of which is that local philanthropic trusts, foundations, and other philanthropic organisations, typically run lean offices and so many foundation managers work alone or in very small teams. International philanthropists with a country office may have the same challenge, and those who do not have an in-country presence need connections with local philanthropists and other sector role-players to understand and navigate the local context. Under these circumstances those working in the philanthropy sector need a "closed access connection space" where they

can experience the support and encouragement of others. IPASA's convening ability and how it creates opportunities for networking are what IPASA members appreciate most about being part of the organisation. One of the ways in which IPASA adds value for its members is by keeping them abreast of developments in the philanthropy sector and connecting them with information that can help them understand the broader philanthropy sector better, gain insights into the sectors in which they invest their funds, and refine their >>

One of the main motivations for individuals or organisations to join associations like IPASA is the need to connect with likeminded people in a safe space where they can gain access to resources which otherwise may not be easy to obtain.





giving strategies. As articulated by one of IPASA's members in response to the value of the IPASA's member workshops "Shared problem-solving, learning from each other and collaborating in innovation and action, are some of the benefits of belonging to a network."

Moving from talking to action

While it is important for our members to connect with others with common interests, they do not want IPASA to be a mere "talk shop" – they want real value and tangible benefits from IPASA convenings and networking opportunities. To assist members to navigate the (post)-Covid landscape and to interact with emerging themes in the philanthropy sector, IPASA hosted a range of member-only and open events, called sector workshops during 2021. Because of the pandemic, these events were all hosted online.

Building on what was achieved with the Covid-19 focused open events in Social justice is a theme that featured prominently in the philanthropy sector during this time, and recent developments in South Africa have demonstrated the need for deep, scaled, systemic change to the lives of all who live in South Africa.

2020 which focused on sub-sectors in education, IPASA decided to zoom in on learning losses in schools in 2021. The Maitri Trust funded a four-part education sector workshop series titled "Learning losses – lessons from research and practice", which emphasised the importance of influencing with evidence, the need to learn and share experiences, and enhancing efficiencies through coordination. These workshops covered the extent of learning losses;

the use of technology to mitigate learning losses; how after-school programmes can help learners to catch up; and what role initiatives that involve parents, caregivers and the broader community, can play in the education ecosystem. After-school programmes were highlighted as a focus area with significant potential for addressing learning losses.

Social justice is a theme that featured prominently in the philanthropy sector during this time, and recent developments in South Africa have demonstrated the need for deep, scaled, systemic change to the lives of all who live in South Africa. IPASA's three-part social justice sector workshop series, funded by the RAITH Foundation, and supported by the Social Justice Initiative (SJI), provided key insights on what social justice funding is. It showcased diverse approaches to social justice work and demonstrated how philanthropy organisations that do not have a specific social justice focus, can build expertise in social justice funding, and integrate it into their existing portfolios. This workshop series has piqued the interest of IPASA members, and IPASA is looking at ways to continue the discussion on social justice funding, and to provide guidance and support to members who would like to engage further with this topic, or who would like to venture into social justice funding.

With climate change being a crisis that can no longer be ignored, and an area in which philanthropy can play a critical and transformational role, IPASA hosted an open workshop series titled "Futureproofing Philanthropy Against Climate Change". In collaboration with the African Climate Foundation (ACF), and with financial support from the Hans Hoheisen Charitable Trust, managed by Nedbank Private Wealth, and The Lewis Foundation, the three webinars focused on the "why", "how", and "what" of climate change. A key deliverable is the development of a



Toolkit of resources to support South African philanthropists on their own journeys to future proof their operations, investments and giving against climate change. The third webinar titled "Setting a path to coordinated and strategic climate thinking and giving" introduced the concept of a pledge, an invitation to start a journey and join a collective movement. IPASA has taken on an ambassadorial role for the international philanthropy climate pledge being driven by WINGS (Worldwide initiatives for Grantmaker Support), marking the start of a journey where together we can shape a coherent philanthropic response to climate change in South Africa. The significance of these workshops is that they responded to important themes, in and across specific sectors, and facilitated IPASA members playing an active role in creating opportunities for vital discussions. Providing thought leadership around cross-sectoral issues or in specific funding areas is a way in which members of an association can derive value from their membership. Another aspect of these engagements is they provide the opportunity for other role players, that are not funders, to play a role in capacity development in the philanthropy sector.



Emerging initiatives

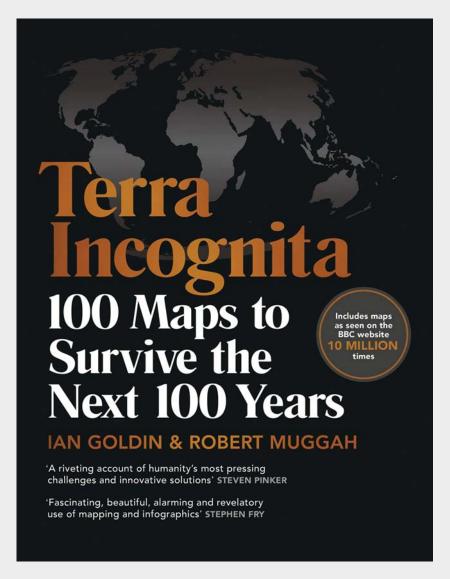
IPASA is currently developing a comprehensive ECD Funders database to promote harmonised ECD funding collaboration with sponsorship from the Standard Bank Tututwa Foundation IPASA has also initiated conversations about healing and rebuilding the economy through job creation and income generation initiatives, which will be further explored in the next few months. Through all these initiatives IPASA is bringing together key role players in open discussions which lays the foundation for "deep collaboration for deep change" in key focus areas.

Common themes emerging from all the initiatives undertaken in 2021 is that partnerships and collaboration are essential if philanthropy wants to achieve optimal results. The challenges are simply too complex and vast for funders to tackle on their own. Also, the wealth of tacit and explicit knowledge about what works, and how to make it work in the South African context can and should be leveraged to achieve more, faster, and in an integrated manner. Another critical insight is that it is possible to achieve integration across sectors, and that integrated thinking is what has the potential to spark innovation that can co-create holistic solutions across sectors. This in turn will enable funders to expand their reach to other sectors while remaining true to their core mandates. @

Fia van Rensburg is IPASA's Knowledge Manager.

IPASA has taken on an ambassadorial role for the international philanthropy climate pledge, marking the start of a journey where together we can shape a coherent philanthropic response to climate change in South Africa.





Terra Incognita: 100 Maps to survive the next 100 years

by Ian Goldin and Robert Muggah

Reviewed by Sarah Rennie

ERRA INCOGNITA IS A VISUALLY BEAUTIFUL BOOK. In hard cover, it is weighty with thick glossy pages which present a mix of text, photographs and, of course, a hundred maps. Written collaboratively by the British globalisation and development academic Ian Goldin, who is, incidentally South African by birth, and the Canadian urbanist Robert

Muggah, its findings are based on decades of research. The volume's maps are fascinating, depicting with great visual clarity what is going on in the world today. For example, a map on refugee flows allows the reader to view at a glance the huge movements between mainly central and east African countries, with a thin line showing the flow of refugees into South Africa almost insignificant compared with the thick lines above it. While most international media focus

on the refugee flows into Europe, 90% of all refugee and asylum seekers are actually based in Africa, the Middle East, Asia and Latin America - as this map shows. In this way, received perspectives and assumptions are challenged and may be altered.

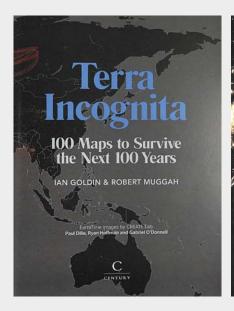
Similarly, for those for whom the climate crisis doesn't feel personal enough (yet), the map showing the number of deaths from air pollution compared to those from lethal violence may lead to a new point of view. Huge yellow circles all over Africa show the 2016 death rates caused by air pollution, the most prevalent rate being 245 deaths to every 100 000 people. In the blink of an eye, the reader can compare the scale of these death rates against the tiny red dots which represent the proportion of people killed by lethal violence, which stands at about 61 deaths to 100 000 people across the continent. The map begs the question: Why do governments spend far more time, money and effort tackling terrorism, wars and murder than air pollution? This map suggests they have their priorities the wrong way round.

The power of the maps in this volume is that, in an instant, they reveal complex, global, comparative information in an immediately understandable fashion, which should ease the process of making pertinent policy and strategic decisions. The book opens with a quote from Albert Einstein: "You can't use an old map to explore a new world."

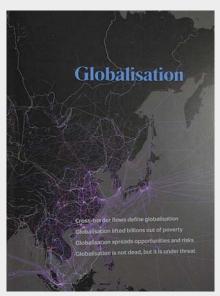
The power of the maps in this volume is that, in an instant, they reveal complex, global, comparative information in an immediately understandable fashion.

The authors of this volume believe in the capacity of maps to explore critical current threats to human existence and the solutions that may be forged to









address them. While providing a vivid picture of the emergencies confronting humanity, the maps also illuminate and inform, reducing uncertainty and promoting transparency and informed decision-making.

Each of the volume's 13 chapters is dedicated to an analysis of a separate contemporary critical issue, including globalisation, climate, technology, geopolitics, food, health, education and culture. The authors carefully provide an up-to-date fact-rich narrative on how the various threats in each of these spheres of activity can harm everyone, but especially poor people in poor countries.

The book lays bare the interconnectedness of the global threats faced, including in relation to the present Covid-19 pandemic. It describes how globalisation both caused the rapid spread of the Covid-19 virus and facilitated unprecedented international co-operation to find a vaccine. Within months, tens of thousands of separate scientific studies were available in more than a dozen different languages.

The authors argue: "Covid illustrates the many inter-dependencies that determine whether we survive or thrive in the next decade" and persuasively suggest that at these times of

The book lays bare the interconnectedness of the global threats faced, including in relation to the present Covid-19 pandemic, describing how globalisation both caused the rapid spread of the Covid-19 virus and facilitated unprecedented international co-operation to find a vaccine.

heightened uncertainty and anxiety, "it is in our individual self-interest to cooperate and strengthen institutions for collective action".

The volume also argues that the climate crisis is the gravest and most urgent of all the interconnected risks currently faced. The maps and facts it presents show that global warming poses an immediate, unprecedented threat to life on Earth.

Unless emissions are reduced by 2030, humanity will experience catastrophic, irreversible climate change. Thus, in a powerful, sobering call to action, the authors assert: "The present generation holds the future of life on Earth within our hands." The message is stark and grave. However,

the authors are also convinced that humans have the power to shape their destiny through intense, purposeful collaboration and multilateralism. In this regard, they emphasise the important role of governments in global collaborative efforts, and also place a high value on the roles that an active citizenry, an engaged corporate sector and committed communities can play in designing resilient, local solutions.

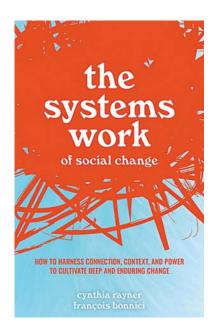
This book is essential reading for philanthropists seeking to understand and fully digest the large trends and threats shaping the world at present and into the future. There are many opportunities for philanthropists, together with their social and business partners, to build the solutions this planet urgently needs; and Terra Incognita provides a good roadmap to help them on that journey. 99



Sarah Rennie is Chair of the Council of the Independent Philanthropy Association South Africa (IPASA); Chair of the

Grindrod Family Centenary Trust, non-executive director of the Standard Bank Tutuwa Community Foundation and a trustee of the Liberty Community Trust and Epoch & Optima Trusts.





Reviewed by Louise Driver

OVID-19 HAS EXTENSIVELY **EXACERBATED THE MANY ISSUES OF** POVERTY, SOCIAL JUSTICE AND **INEQUALITY IN OUR COUNTRY, thus making** philanthropy's work more relevant and significant than ever before. Simultaneously the pandemic has allowed us to reflect and reimagine the approaches, processes and systems in the philanthropy sector in carrying out this work. This has ultimately led to the realisation that existing approaches and practices no longer work effectively and that a radical new way of viewing and practising philanthropy is critically needed. A systems mindset and systems change approach is necessary to effectively address our country and the world's most pressing problems.

The Systems Work of Social Change book offers relevant and bold advice about how one could bring about these radical changes in philanthropic practice. The authors are uniquely positioned to write such a book as both are experienced social change academics and practitioners. Cynthia Rayner a researcher, writer and lecturer, is affiliated to the Bertha Centre for Social Innovation at UCT's Graduate School of Business, and François Bonnici, a public health

The Systems Work of Social Change

How to harness connection, context and power to cultivate deep and enduring change

by Cynthia Rayner and Francois Bonnici

physician, professor, and social change practitioner, serves as Director of the Schwab Foundation for Social Entrepreneurship and as Head of Social Innovation at the World Economic Forum. Rayner and Bonnici explore what it will take to understand and approach systems change in a radically different way to create a more inclusive and sustainable world.

The book deeply examines the questions around how organisations create systemic social change and how funders can best identify and support these systems-changing organisations. They show through systems change principles and practices that the process of change is as important, if not more, than the actual outcome itself.

The complex concept of systems thinking is translated into practical action through rich case studies from eight leading social purpose organisations. The book also includes research and interviews with a range of social change practitioners across the globe to try to gain a new understanding and approach to social change. The book connects the theory of systems change with practical, on-the-ground actions required to effect this change.

The Systems Work of Social Change has three parts:

 The first part focuses on the principles of systems work looking at the complexity and scale of systems change as well as the concepts of connection (building new collective identities that keep people working together while learning), context (how people adapt their work as their context requires), and power (who is responsible for the decisionmaking and allocation of resources) as key to unlocking change.

- The second looks at the practices of systems change work and how the power balance can be challenged to create systems that are more representative and responsive in our rapidly changing world.
- The last part of the book focuses on what is needed in order to support systems change work. It looks at the principles for action and measurement, and challenges conventional linear methods of measurement to be replaced by more holistic ways of measuring outcomes.

Each chapter has a set of learning notes which makes the book an even more practical powerful guide through the insights and lessons provided. The authors ultimately conclude that systems cannot be fixed but can be changed through the systems work of organisations, by ensuring key stakeholders are connected to one another, through performing with creativity and dynamism and making decisions in responsive and representative ways.

The book is a must read for anyone working in the philanthropy and social change sectors who wants to learn about the tools and processes to bring about real change to enable a better world. •



Louise Driver is the Executive Director of the Independent Philanthropy Association South Africa (IPASA)

Ball Family Foundation

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