

22 OCTOBER 2020

IMPACT THROUGH PARTNERSHIP

An independent review by the Studies in Poverty and Inequality Institute





WHAT WE WILL BE DISCUSSING

1. Objectives of the presentation
2. Overview of Cyril Ramaphosa Foundation
3. Context for the review
4. Report findings
5. Key reflections on the work of the partner entities
6. Recommendations
7. Concluding remarks

OBJECTIVES OF THE PRESENTATION

Highlight the main findings from the external review

Share lessons learned on our journey over the past 15 years

Engagement with our stakeholders



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Overview of Cyril Ramaphosa Foundation

Cyril Ramaphosa
FOUNDATION



OVERVIEW OF CYRIL RAMAPHOSA FOUNDATION

- Cyril Ramaphosa Foundation is an independent PBO incorporated in 2004.
- The Foundation's vision is to be an innovative and effective agent of social and economic change focused on improving lives and creating opportunities in the communities we serve.
- The strategic approach to its work is to advance programs that address socioeconomic challenges, collaborate with others to harness the power of partnerships and adapt to changing environments to remain relevant.
- Focus areas are Education, Women and children, Small business development, Youth development, and Social cohesion.
- The Foundation's work is implemented through its partner entities.

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Context for the review

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CELEBRATING 15 YEARS OF PROGRAMME IMPLEMENTATION

- In 2019, the Foundation celebrated 15 years of programme implementation.
- Appointed SPII, led by Isobel Frye to conduct an external review of the Foundation's work over the past 15 years.
- Review encompassed the work of the Foundation and all its entities.
- Opportunity for the Foundation to reflect on the next phase.

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FOUNDATION

 **SPII**
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OBJECTIVES OF THE REVIEW

Impact that the Foundation and its entities have had on individual lives.

Systemic solutions that can be learned.

Questions it faces as it positions itself to meet its 2030 strategic objectives.



EVALUATION QUESTIONS

The following questions informed the evaluation:

- Have the entities succeeded in meeting their objectives?
- Which tools were more effective than others?
- What changes have been affected in the lives of beneficiaries?
- Has any change been undertaken in the broader environment?
- What are the views of external stakeholders of the impact of entities?
- What are the views of donor partners on the development models?
- Reflections and Recommendations



METHODOLOGY

Model used

Outcomes review – Explores what has been achieved and what changes could be made.

Methodology

Mixed method approach:

- Desk top reviews
- Interviews – with Trustees, management, beneficiaries and donors
- Interviews were done to augment or deepen the initial desk top findings.
- Each section concluded with reflection and recommendations.

Outcome

- Review of the work of Cyril Ramaphosa Foundation and its partner entities.
- Case study rich narrative – articulating the impact through the beneficiaries, employees and stakeholders.
- A case for the Foundation to continue its work.

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Findings

WHAT STOOD OUT FOR THE REVIEWERS?

- Exposed the vast extent of need for intervention in South Africa. The reach of the Foundation is naturally limited.
- Considering the extent to which the Foundation can contribute to social cohesion, the question of scale is a concern - given the depth and breadth of the structural inequalities.
- As a catalyst for change, the Foundation's impact has been overwhelmingly positive for immediate beneficiaries and their broader communities.
- Cyril Ramaphosa Foundation has exceptional relationships with the corporate sector which lies in its reputation for value-driven hard work.

CONTEXTUALISING THE IMPACT

- The Foundation has, since inception, fulfilled its consistency of vision in the fields of education and entrepreneurial development for disadvantaged people.
- The Foundation is distinguished from its peers by the consistent adherence to the values espoused by and in all of its work.
- A learning organisation - learnings are reflected on, and from these reflections the programmes adapt or new programmes are adopted.
- The Foundation seems to be creating space for new leadership and direction to emerge internally.
- There is a deep sense of pride within the Foundation that it is building developmental models that have significant value for broader transformation in South Africa.

IMPACT THROUGH PARTNERSHIPS

- A unique character, supported by consistently encouraging others to join in the developmental work, as donors, partners and mentors.
- Pioneered the use of the regulatory framework of CSI, as well as the complex B-BBEE scorecard system and the Social and Labour Plan requirements of mining houses.
- Partnering with like minded non-profit organisations, philanthropic foundations and broader civil society organisations of all sizes.
- Solidarity and partnership to contribute to national, continental, and international developmental objectives is useful to confirm the continuing validity of the work of the Foundation.

MONITORING AND EVALUATION IMPACT

- Systemic impact is harder to evaluate given the bottom-up approach of the programmes.
- Need to establish an evaluation philosophy, objectives and tools for all aspects of the Foundation.
- The Foundation is indeed a unique and multifaceted organisation. Its lessons can provide material for others.



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**Key reflections for each
partner entity**

ADOPT-A-SCHOOL FOUNDATION

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“Any school that moves from dysfunction to functional is an indication of excellence, and contributes to the restoration of the dignity of the education system”

Adopt-a-School’s approach is extremely effective due to the close engagement with the school and its needs.



The organisation may have to consider the following aspects that emerged from the review:

- **Exit Strategies** – many schools although aware of the committed exit phase for their schools, strongly believe that the organisation has the ability to continue supporting the schools for an extended period.
- **Career guidance** – an area of support that is growing. Support for learners before grade10 subject choices should be considered by the organisation.
- **Fundraising** – invest in raising the profile of the organisation to attract diverse funding opportunities.

THARI PROGRAMME

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“The Theory of Change is premised on the catalytic change that knowledge can have – resulting in protection for vulnerable women and children and a cohesive community-wide ownership of the need to eradicate unsafe conditions.”

The pilot is a clear illustration of the Foundation using its capacity as a PBO to advance social innovation. Early outcomes indicate the impact of the Child and Youth Care Workers at the pilot site has been very effective.



THARI PROGRAMME

- **The pilot may have to consider the following aspects that emerged from the review:**
 - **Presence of dedicated Child and Youth Care Workers** – physical presence of the care workers seems to have a marked impact on possibility for real change in the wellbeing of learners.
 - **Future sources of support** – the intervention is highly resource dependent. In terms of the replicability and scalability of the model, it would be useful to reflect on potential future sources of support.
 - **Information about existing social services** - there is a dire lack of accessible information that people have about social services. The Foundation can advocate for this.

“Good donors will also have to appreciate the centrality of relationship building and nurturing which is at the heart of the KST model. This takes time and dedicated resources.”

The DWSD model seems to have been extremely successful in taking forward the advances at a Whole School Development level. It seems that the investment in partnership and relationship building with the Free State Department of Education was crucial in the success of the programme.



- **The organisation may have to consider the following aspects that emerged from the review:**
 - **Matching of value proposition and principles** - partnering with the provincial department and matching of underlying value proposition and principles of the model from the beginning are crucial.
 - **Teacher unions** - engagements with teacher unions could be beneficial in sharing learnings toward institutionalising co-operation and systemic programme achievements
 - **Support for social challenges** - social challenges are a serious challenge faced by schools – and educators need support in addressing the associated factors.
 - **Malnutrition** - can act as a higher barrier to educational achievements
 - **Career guidance** – support for earlier and more comprehensive career guidance should be considered

CYRIL RAMAPHOSA EDUCATION TRUST

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“Alumni and students spoke of the manner in which they suddenly felt that their lives mattered. One respondent spoke of feeling that her life after school was over as she sat at home, aware that her single mother could not even be asked to pay for her tuition fees.”

What sets CRET apart from other bursary funds is the constant and proactive presence of the CRET staff in supporting the students in their lives and studies.



- **The organisation may have to consider the following aspects that emerged from the review:**
 - **Links between corporate support and fields of study** - can encourage greater giving if the corporate links its giving with optimal advancement of the sector.
 - **How large can CRET grow?** The pressure in higher education funding demands of CRET to extend more support.
 - **CRET Alumni** - commitment of CRET alumni can inspire others to consider giving back
 - **Seamless interface** - a more seamless interface can grow within the Foundation family, between Adopt-a-School, CRET and Black Umbrellas.

BLACK UMBRELLAS

“Entrepreneurs are integral to the development of economic growth. Countries that fail to invest in entrepreneurial development stifle their own growth potential and limit the prosperity of their people.”

Black Umbrellas celebrated its 10th year in 2019, and it appears to be a success story that deserves notice and replication. It is a global winner in the field of Enterprise and Supplier Development (ESD).



BLACK UMBRELLAS

- **The organisation may have to consider the following aspects that emerged from the review:**
 - **Visibility** – a need to improve the visibility of Black Umbrellas to attract potential clients, corporate support and mentors should be considered by the organisation
 - **Townships and rural area** - strong case was made to move into these areas
 - **Additional incubators** - resounding call for many more Black Umbrellas incubators to be rolled out given its popularity and perceived success by clients.
 - **Incubation period** – is the three years too long to expect the full commitment of a small business?
 - **Beyond SA borders** - suggestion it could be useful to expand across our borders due to the need to stimulate small businesses in the region, and possible cross-border linkages in the value chain

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Recommendations:

Continue, Enhance, Consider

RECOMMENDATIONS

CONTINUE

CSI compliance

- **Regulatory compliance** – the Foundation and its entities spent time understanding how their work aligns with regulatory compliance. This is a unique asset of the Foundation and recommended that this receive higher profiling as an example for replication.
- The recommendation is that this could have a ripple effect in encouraging development implementers to shape their programmes appropriately and corporate actors to navigate the complexities of compliance.

Multi–sectoral response

- **National and supranational goals** – the National Development Plan, UN Sustainable Development Goals and the AU Vision 2063 require a comprehensive multi-sectoral response. The Foundation gives a clear illustration of how initiatives outside of government can support the pursuit of national and supra national goals.
- The recommendation is that the Foundation consider how to use their convening ability to encourage other extra-governmental actors.

RECOMMENDATIONS

CONTINUE

Retention of core values

- **Rootedness** - the way its work and growth is informed organically from the grass roots is a strong characteristic of the Foundation. This legitimacy holds the promise of constantly relevant longevity.
- The recommendation is that this value should be retained even as the Foundation raises its vision to these national, regional and global goals.

RECOMMENDATIONS:

ENHANCE

Monitoring and Evaluation

- **Strategy 2030** - the Foundation's Strategy 2030 is comprised of many different parts that incorporate the work of the partner entities.
- The recommendation is that Cyril Ramaphosa Foundation consider simplifying these layers with a clear Monitoring and Evaluation system that has an initial baseline that allows for regular reflection, evaluation and adaptation.
- Clarity in the objective of measurement must inform the architecture of a Monitoring and Evaluation system.

RECOMMENDATIONS

CONSIDER

Social innovation

- Mining Charter Social and Labour Plans – possible further opportunity for social innovation lies within the design and implementation of the Mining Charter Social and Labour Plans.
- The recommendation is that the Foundation should consider piloting a plan at local level that includes the multisphere of a mining community – i.e. local community, education and health care provision, local government, mining company, trade unions, faith based organisations, and traditional leadership, etc.
- It could build useful tools which could be replicated in other areas with localised adaptation.

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Concluding Remarks

CONCLUDING REMARKS

- ❑ Education and enterprise development are areas of critical importance for the health of any modern society.
- ❑ Pathways out of poverty and into rewarding work enables people to complete the transition from childhood to adulthood which is crucial for the reproduction of a stable and regenerative society.
- ❑ Uniquely, the Foundation links the private sector, philanthropic individuals and public actors in building an inclusive society through supporting education, learning and entrepreneurial enterprises.
- ❑ Cyril Ramaphosa Foundation does NOT view itself as being the sole catalyst for change. Much of its success can be attributed to the relationships and partnerships that are nurtured with government, corporates and beneficiaries.

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