



SOUTHERN AFRICAN
COMMUNITY GRANTMAKERS



LEADERSHIP COOPERATIVE

CGLC REFLECTIONS

on community grantmaking,
leadership and institution building





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The inception of the Southern African Community Grantmakers' Leadership Cooperative (CGLC) in December 2005 marked the beginning of an exciting journey into community grantmaking, leadership skills development, and institution building. The 15th meeting in November 2010 was the final milestone for the CGLC, as well as the inaugural meeting of the Southern African Grantmakers' Forum.

This document reflects on the path taken, the challenges faced by the CGLC, the lessons learned, and the innovative learning models explored.

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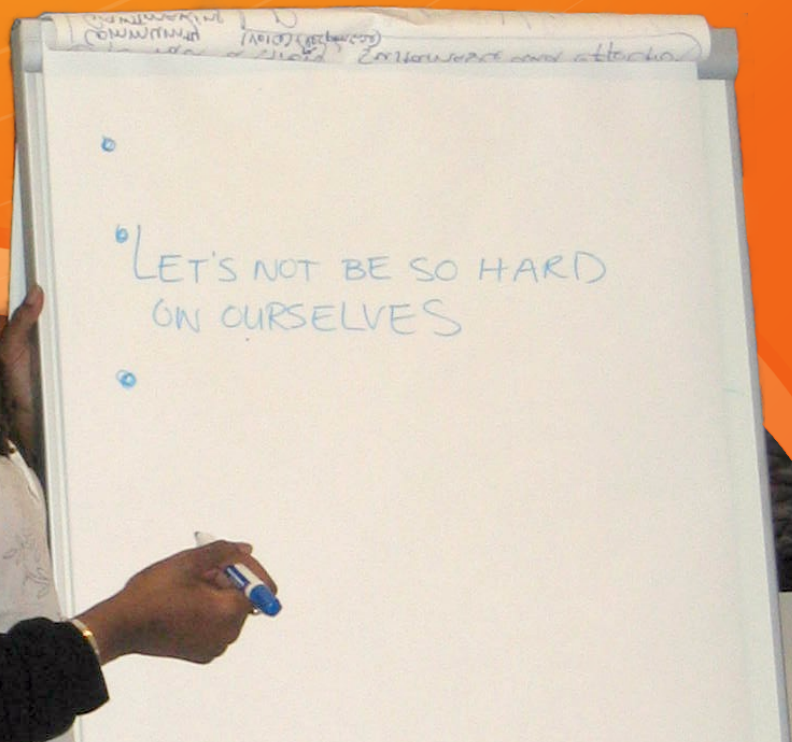
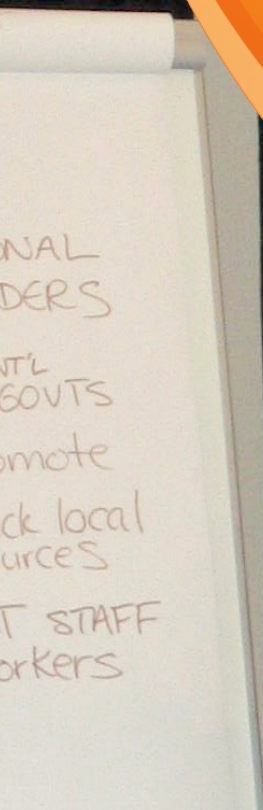
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INTRODUCTION

- The Early Years of CGLC
- Why Community Grant Making



In November 2010, at its Annual Retreat, members of the Southern African Grantmakers' Leadership Cooperative (CGLC) launched an independent organisation, the Southern African Grantmakers' Forum. The newly elected chairman, Beulah Fredericks said:

“This is a very special moment for us. The Forum is like a ship that must be steered by the crew, the members. There is no turning back. The foundation of this structure has been 5 years in the making and a lot of hard work went into the foundation document, the constitution.”

The purpose of this publication is to reflect on the five year life of the CGLC. Why was it formed? What was its purpose? How did it function? What lessons can be learned by the community grant making sector?

The CGLC, founded in December 2005¹, was a network of senior leaders² from independent Southern African development trusts and foundations. The 15th meeting in November 2010 marked a significant milestone – the final meeting of the CGLC and the inaugural meeting of the Southern African Community Grantmakers' Leadership Forum (SACGLF).



What is a Community Grantmaker?

Community Grantmakers are independent philanthropic organisations, including:

- independent non-governmental developmental grantmakers;
- intermediary grantmakers;
- community foundations and community development trusts that are that are geographically defined or cause-related and, over time, plan to build up a collection of endowed (gifted) funds from donors in the community.

These organisations:

- carry on regular grant making;
- provide services to the community; and
- undertake community leadership and partnership activities to address a wide variety of needs in their service areas.

¹ An initiative of the Synergos Institute and Inyathelo: The South African Institute for Advancement.

² For the purpose of participation in the CGLC, '**community grantmaker leader**' meant the Chief Executive, senior executive staff, and members of the Board.

The Early Years of CGLC

The start-up of the CGLC was a tumultuous time, as the network went through various processes to mould and define itself, but within the first year the network found direction. It structured itself, adopted a mechanism for decision-making, and agreed on a code of conduct. This initial challenge provided a firm foundation, as the members took responsibility for the network and made it function in a way that suited their needs.

For example, at the first exploratory retreat in December 2005, the participants gave the green light for leadership development programme for community grantmakers. A small group volunteered to design and facilitate the programme for the next meeting scheduled for April 2006. In this way the concept of the Convening Group was formed.



“The 2005 meeting was very volatile and very difficult. There were many strong leaders in one room. It was a very scary experience, and I came away with a deep respect for the different kinds of leaders we are. My work is very grounded; sometimes I feel we navel-gaze and discuss issues that are far removed from my reality on the ground. But I have friends in this group, and I can call them. I trust the members of this Co-op and work hard and have fun with them. I have visited many places I would otherwise never have been to.”

The CGLC was initially rooted in Synergos which had a long history of engagement with philanthropy and the foundations sector. Community foundations were seen as “bridging organisations” that were able to link the divide between philanthropists and community.

Inyathelo had piloted the methodology called the learning co-operative with women leaders in the Western Cape and in the community-based tourism sector. For Synergos, this sparked the idea of applying this methodology to the grant making sector. Thus, CGLC started as a joint initiative between Synergos and Inyathelo, drawing on Inyathelo's expertise in philanthropy, fundraising, organisational advancement, and holistic approach to building organisational sustainability. Extensive consultations with community grantmaker leaders were held to gauge perceptions, interest, and readiness to engage in a pilot. The responses were overwhelmingly positive.

“Members were very emotional at the beginning. We have all matured, we have grown as leaders. An indicator of this is how we [now] behave in the meeting space. We were actually mistrustful at the beginning, and were guarded about what we said to one another. Now we speak openly and respond well to one another.”

“People supported one another, relaxed with one another, connected and laughed with one another. It worked.”

Why Community Grant Making?

The emergence of community grant making in Southern Africa during the past ten years followed a global trend. This trend saw the rise of community grant making beyond the Anglo-Saxon world of community foundations, which were rooted in traditional modes of philanthropy during the past decade. A wide diversity of organisational forms characterise the thousands of new-generation community grantmakers in more than 51 countries around the world.

Community grantmakers constitute an emerging sector that plays a critical bridging role between civil society development organisation, donors, governments and the private sector. Yet their contribution has not been fully understood and acknowledged in the wider development community, nor fully marshalled in a multi-sector effort to reduce poverty, increase equity and address social justice in the region.

The Global Fund for Community Foundations argues that this emerging sector offers powerful insights into increasing community trust, encouraging citizen participation, tackling issues of social justice, and augmenting community assets. Applied systematically, these processes could result in a new paradigm for international development.³

Southern Africa is a region characterised by crippling poverty and enormous social development backlogs. The depth and spread of poverty is further magnified by the presence of enormous wealth and resources sufficient to address the social development needs of its people and push back poverty. Throughout the urban and rural areas of Southern Africa, thousands of small organisations undertake vital social development work in their communities. While the funding needs of these organisations are often small, large grantmakers typically do not have the administrative capacity to manage and oversee numerous small grants. They lack the financial resources to address the social development needs of their communities.

Community grant making has emerged in the Southern African region as a response to this challenge. These organisations partner with community and local organisations to provide funding, expertise, knowledge, training and capacity building. Community grantmakers are key in ensuring a more effective flow of support from large donors to local community initiatives, where resources are most required and have the most impact.

What are the needs of community grantmakers?

- Effective partnerships between community grantmakers
- Significant expansion in their range and ability
- A forum in which grantmakers can learn, strategise and act together
- A common platform to influence policy
- Increased resources for community development
- A stronger 'culture of giving'

³ More than the poor cousin: The Emergence of Community Foundations as a new development paradigm. Hodgson, J and Knight, B. The Global Fund for Community Foundations. 2010.

Cooperative Learning Model

Emphasis on Peer Learning

- Learning Events
- Annual Leadership Retreats
- Working Groups



The Cooperative Learning Models developed in the CGLC built on the principles of Cooperative learning by:

- creating safe spaces for joint learning, reflection, critical thinking and dialogue;
- valuing all contributions and breaking down hierarchies;
- sharing the strengths of everyone;
- drawing on members own experience and knowledge; and
- allowing everyone with an opportunity to make a contribution.

The CGLC model sought to maximise the principle of ownership and contribution of the members towards the effective functioning of the network, in order to achieve the overall goals.

Members were actively engaged in identifying ways to contribute to the development of the CGLC. Over time, the following components were developed:

- Learning Events;
 - Real-time Consulting;
 - Goal Setting;
- Annual Leadership Retreats; and
- Working Groups.

Over the past twenty-five years, the use of small-group learning has greatly increased. Informal collaborative projects have grown into structured, cooperative group work. Cooperative learning became especially popular in the early 1980s and has matured and evolved since.⁴



⁴ http://www.thirteen.org/edonline/concept2class/coopcollab/index_sub2.html

Learning Events

At Learning Events, held twice a year, peers came together to deal with specific issues and problems. Participants accessed knowledge and support in a collective environment, with professional facilitation and contributions from highly qualified colleagues. They tackled real issues in their own organisations – and in the sector more broadly – and undertook problem-solving and skills development tasks.



Learning Events were held over one full day, two nights and two half days, generally from a Thursday afternoon to Saturday lunch time. Leaders combined both personal and organisational time to their participation, thereby showing their commitment to personal development. The Convening Group conceptualised, planned and co-facilitated the event, and drew on the expertise of the members to contribute to the learning.

Each Learning Event was devoted to a theme, chosen by members at the previous event, within the broad CGLC agenda. The members give guidance and suggestions to the Convening Group on the content and process of the learning programme. The focus of the event is to share skills, tools, and information and to learn together and from each other.

After the first couple of years, the Learning Events took on a rhythm of their own. People would start arriving at around lunch time on the Thursday. They would settle in, look around for each other, and greet each other warmly with hugs, kisses, and often squeals of delight. New members or visitors would be welcomed in the same exuberant way. After some light refreshments and a welcome by a member of the Convening Group, the host for the day, a formal business meeting was held. Members heard and commented on reports from the Working Groups and the co-ordinator, got feedback from meetings or conferences attended, made announcements, and gave further mandates to Working Groups and the secretariat. Although the meeting followed a formal business agenda, each member also gave an update on their organisation or shared a piece of news, even of a personal nature.

The evening dinner was always structured to include a key note speaker that would focus on the social-economic environment or a general topic related to development, grant making or philanthropy. It was also an opportunity to catch up with colleagues and renew bonds of friendship and collegiality.

The Friday and Saturday morning would generally be devoted to the substance of the learning agenda. The material was presented in an interactive way and in small groups for maximum participation. Throughout the weekend, members scribbled little messages to each other on coloured post-it notes – the appreciation notes – and placed them in a basket or bowl set aside for this purposes. In between sessions, people would be rooting around in the bowl to see whether someone had sent them a note. The rule was that you had to say something positive about another person. Although a lot of fun, it provided everyone with a positive frame of reference and to be aware of others' attributes.

Friday evening was reserved for fun time – “the night of foolishness”. Often, it was designed as a humorous “take” on the theme of the meeting. Everyone participated in some way by singing, acting out a skit, telling jokes or stories, and so on. One important moment was reserved for all newcomers and visitors to learn and do the CGLC dance, and then for everyone to join in. The “night of foolishness” allowed everyone to let their hair down, unwind, and strengthen bonds of friendship. Roles assumed during a skit often became members' nicknames.



“A space of trust has developed here and I feel I have to guard it. We are in a strong position to share and learn from each other. We used to rely on external resource people, now our own members are our resource people. I am an emotional person, and have seen all my friends going through emotional places in this group. This is experimental ground for my own network. A big insight for me has been the value of building the trust and the space and relaxing environment.”

Real-time Consulting

The 'Real-time Consulting' methodology proved extremely popular with CGLC members. In this process, 2-3 members pose a real management or leadership challenge they are facing. A small group of peers engage in problem-solving by offering advice, guidance and support in the particular challenge. The exercise is not only helpful to the one seeking assistance, but allows peers to draw on their rich experience, knowledge and expertise, thereby building confidence and shared learning. Members are encouraged to report back on how they addressed the issues following the Learning Event.



“This is a wonderful learning space for new organisations, we should not be afraid of taking in new members. We should be looking for new organisations, so that they don't make the mistakes some of us did.”

Goal Setting

In the early years, at each CGLC event, members engaged in goal setting and monitoring exercises. They set goals with regards to members' organisational roles, as well as their own self-development. Collective goals for the CGLC were also established and reviewed. The goal setting exercise established mutual accountability among the CGLC peer leaders. By publicly stating his/her goals for the organisation or personal growth in front of peers, members opened up to frank peer counsel and advice, as well as a healthy dose of peer pressure. Over time, the peer learning and support processes became richer as peers got more comfortable with giving each other direct, and sometimes painful, advice.

Annual Leadership Retreats

"I have really enjoyed this retreat; it gave me back my energy"

"This was my idea of a retreat, I felt energised"

"The agenda allowed space for real reflection"

"The peaceful venue, openness and acceptance of a quiet retreat space, very healing"

Once a year, members convened for a leadership retreat. The purpose of the annual retreats was to focus more on the sustainability of the leader, through reflection and introspection, and allow for renewal at the end of a busy year. The goal was for leaders to build strategies for similar renewal and reflection into their leadership practice, in order to prevent burnout and loss of motivation.

These annual retreats were convened away from the normal office/boardroom or 'conference' environment, in a setting conducive to dialogue. Although professionally programmed and facilitated, the annual retreats were relatively informal to encourage relationship building, creativity and openness in tackling shared challenges and opportunities.



Working Groups

In order to further develop networking and relationship building activities between events, the CGLC established Working Groups on various issues of interest.

The Working Groups communicated informally between Learning Events, and convened during allocated time at the events. The programme allowed for feedback, consultation and further decision-making within the group on the various topics. Once a topic or issue had reached a level of maturity, the Working Group proposed how the CGLC as a whole could tackle the issue in a Learning Event, product or outcome. For example, one of the earliest Working Groups, the External Relations Working Group, was established to deal with grantmakers' relationships with South African State Agencies funding development, such as the National Development Agency and the National Lotteries Board.

Alternatively, a topic or issue sometimes emerged during a Learning Event which the CGLC identified as meriting further attention. New Working Groups groups were established, such as the Anti-Poverty Strategy Working Group which engaged with the South African Anti-Poverty Initiative. The International Relations Working Group had a standing mandate to keep abreast of international developments in the grant making sector, as well as foster and maintain relationships with relevant organisations and networks around the world.

In addition to a Working Group that focussed on content issues, Working Groups were established to address institutional issues facing the CGLC. The Internal Evaluation Working Group was established to work with the Secretariat to carry out an internal evaluation of the CGLC in 2009. On completion of its task, the Working Group was given a further mandate to undertake research and draft proposals on the future of the CGLC, and was renamed the Transition Working Group. When this group had completed its task and presented a proposal on the future of the CGLC, it was given yet another mandate to oversee the process of formalising the CGLC, and was again renamed the Steering Committee. The Steering Committee was also given the task of working closely with the Resource Mobilisation Working Group, which was assigned with drafting a strategy for the financial sustainability of the new organisation.



The institution of Working Groups allowed members to participate in the CGLC activities on issues for which they have passion or particular interest, to contribute their time and expertise on issues that benefit the sector as a whole, and to contribute to building the institution. Members gave generously of their time, experience and expertise to the Working Groups. Almost every member served on a Working Group or Convening Group during the life-span of the CGLC, and some more than once.

Learning Agenda

- Leadership and Governance
- Lobbying and Advocacy
- Marketing and Profiling
- Sustaining the Impact of Community Grant Making
- Sustainability: Financial, Governance and Sustaining Leadership



“My participation has changed the way I did a number of things. It is amazing how much I learned by interacting with people.”

“I have learned from the other members of the Co-op. There have been significant opportunities for me to grow in this space. I have seen people grappling with their own struggles and bringing these to the group. It gave me a lot of confidence to share my own. There has been a tremendous amount of information flowing through this network. It has been a rich experience.”



The learning agenda of the CGLC was both dynamic and emergent⁵. There was no set curriculum; rather, the broad objectives of the CGLC guided the programme. At each event, members were asked what should be covered at the next event. In addition, the Convening Group would identify the theme for each event based on the concerns, interests and topical issues arising during the presentations and discussions at the event.

Over time a number of themes emerged consistently:

- Leadership and Governance;
- Lobbying and Advocacy;
- Marketing and Profiling;
- Sustaining the Impact of Community Grant making;
- Sustainability: Financial, Governance and Sustaining Leadership

⁵ Dynamic: undergoing change and development

Emergent: appearing, arising, occurring or developing especially for the first time

Leadership and Governance

“I have been made by this Co-op. Before I joined, I had very little of the meaning of being a leader, of dealing with sensitive issues around community grant making. Every time I came here I always went away with something to do. I did not have a strategic plan. I came here, understood how important it is, now we have a strategic plan. Then I found out about the importance of a board and what it should do. I have received substance, material for my own growth. It was here that I decided to go back to school, and I'm finishing my post-graduate course this year. CGLC has helped me grow my organisation. It has been the basis of my work. This has been like doing an MBA⁶ without having to pay for it or write exams.”

A number of leaders and organisations were going through some kind of change at the time the CGLC was launched. Some organisations, although they had been around for a while, were quite radically assessing their focus, while other organisations were fairly newly established. Members were keen to explore their own leadership challenges, as well as their relationship to their governance structures. One challenge, in common with many non-profit leaders, was balancing work and home life.

An important aspect of every event was to explore the practice of reflection, personal goal setting and growth. CGLC members were encouraged to share their own practice of reflection. At the retreats in particular, this was strongly emphasized.

The 2008 retreat was devoted to reflection and we used the newly published book⁷ by Petra Kuenkel as a focal point. At this retreat, we also stressed the importance of using nature as a tool to reflect and re-energise. It re-emphasised the underlying conflicts some members felt about themselves as leaders working in the social justice and poverty field. “Was it not self-indulgent to spend a whole weekend on reflection and personal renewal when the community we serve did not have such an opportunity?” “Was it fair for me to indulge myself in this way, when I could be 'working' back at the office?” The safe space created allowed people to express their thoughts and for others to speak about the importance of slowing down and reflecting, and about renewal for their own leadership development.

“This has been space where I have taken most ideas from the experience of this group. This helped me take my organisation forward. I thank everyone for that”

“You cannot imagine how yesterday you managed to expand my vision. You helped me and therefore my organisation to see opportunities and prepare for the challenges.”

⁶ Master of Business Administration degree

⁷ Mind and Heart: Mapping your Personal Journey Towards Leadership for Sustainability



The **role of the Board** and issues of governance also featured prominently at different stages of the life of the CGLC. The original intention was to include Board members in the CGLC programme. However, only one Board member, representing two organisations, participated regularly. There were mixed feelings among those members who were the executives of their organisation about having Board members participate. Some felt that it impinged on their 'safe space' and that the presence of Board members inhibited their full participation. Others felt that it was valuable to have Board members present in order to engage in the challenges and issues being dealt with by the Board executives, and that this would foster a greater understanding between them. In the end, a fairly good balance was struck as members elected to invite one or two Board members to attend an event from time to time. Quite a few organisations made use of this method of engaging their Board.

The relationship between the Board and the executive will become more critical in the new organisation established out of the CGLC, where the institution, rather than the individual, will be the member of the new body. This will be especially true if the new organisation also takes on a strong representative and advocacy function.

In 2008, at the July Learning Event, the CGLC capitalised on the visit to South Africa of Prof. Ernie Garalao of the Asian Institute of Management in Manila, Philippines and long-standing associate of Synergos. Prof. Garalao held a brief introductory session on the concept and framework of **'bridging leadership'** as a means to develop more effective partnerships among grantmakers, government and the corporate sector, and to encourage a more collaborative culture of giving in South Africa.

The session included a theory of leadership in unequal societies, introducing concepts such as: a deep personal ownership or commitment to addressing the inequities in society; the development of co-ownership with others for tackling those inequities; and co-creating new institutional arrangements to promote equity. In addition to theory, participants engaged in structured exercises to explore concepts associated with bridging leadership, such as complexity, collaborative work, multi-stakeholder processes, and personal commitment to transformation.

Lobbying and Advocacy

One of the earliest debates in the CGLC was the potential of the CGLC to be a platform for lobbying and advocacy. Indeed, the June 2006 Learning Event was devoted to this theme. For example, the South African members of the CGLC found that there was a problematic relationship between community grantmakers and the South African National Development Agency (NDA) and the Lotteries Board. At this meeting, a strategy was put together to engage with these agencies. A Working Group was established to implement the strategy.

This was not straightforward. The regional nature of the CGLC needed to be safe-guarded as these issues only concerned the South African members. As the CGLC was primarily a leadership development programme, the best approach would be to build a strong network and enhance the capacity of its members for effective advocacy. Sessions on public speaking, facilitated by a member of Toastmasters, and exercises such as the 'elevator speech'⁸, were incorporated into the programme.



⁸ Elevator speech: Introducing yourself in the short span of an elevator ride. The theory is that the introduction you make to a stranger, and potential client, needs to be short and concise. An elevator ride is a good example of the time one should spend delivering this kind of speech.

Marketing and Profiling

As this was the first time that community grantmakers in Southern African had come together in an organised way, and to put community grant making on the map, the members decided to design a 'purpose statement' outline the value community grantmakers bring to the development sector.

Purpose Statement for Community Grantmakers in Southern Africa

Developed by the Community Grantmaker Leadership Cooperative, July 2007

The Community Grantmakers Leadership Cooperative (CGLC) is a network of senior leaders from twenty independent Southern African development trusts and foundations.

Motivated by a strong shared commitment to poverty eradication and social justice, community grantmakers form an important emerging sector in the region.

In a socio-economic context marked by massive poverty and inequality, the sector plays a critical bridging role between the civil society development organisations, development donors, governments and business.

Community grantmakers, working with other sectors, bring unique added value in their capacity to channel resources effectively to community-driven development at local level.

As well as financial resources, community grantmakers contribute important organisation-building, convening, policy formulation and knowledge-sharing capacities to community development processes.

Key comparative advantages of the sector are:

- Community grantmakers are values-driven organisations, who can pioneer community-driven, people-centred models of development and social change;
- Community grantmakers play a powerful role in expanding awareness, convening dialogue and promoting debate around issues of development, poverty and exclusion;
- Community grantmakers manage grants to community-based organisations in a way that is often difficult or impossible for larger donor institutions;
- As 'learning organisations,' community grantmakers design and implement effective, participatory monitoring and evaluation systems, designed to grow the body of knowledge on complex development issues;
- Community grantmakers have an in-depth knowledge and experience of the communities they serve.

A publication profiling the CGLC and its members was produced. The CGLC affiliated to the Worldwide Initiatives for Grantmaker Support (WINGS) and is featured on their website, thus giving it an international profile. Members also attended the Canadian Council for Foundations conference in November 2008, where a small delegation co-presented a session on the *Philanthropic Arc* that was well attended and received. Delegates at the conference also showed a great interest in the CGLC.

Sustaining the Impact of Community Grant Making

The learning agenda had a strong emphasis on approaches and tools that focused on sustaining the impact of community grant making. In most cases, members introduced these approaches as part of the peer learning approach.



Asset-based community development (ABCD) is a methodology that seeks to uncover and utilize the strengths within communities as a means for sustainable development. The first step in the process of community development is to assess the resources of a community. This can be done through a capacity inventory or through a process of talking to residents to determine the types of skills and experience that are available to a community organisation. The next step is to consult with the community about desired improvements. The final step is to determine how the community's skills can be leveraged into achieving those goals.

Bernie Dolley, Director of Ikhala Trust, introduced the ABCD approach to the CGLC by hosting a seminar in Cape Town. This was led by Gord Cunningham of the Coady Institute and was attended by a number of CGLC members and other development practitioners. Some CGLC members have incorporated the methodologies into their own community work and grant making practices.

Vital signs: 'Vital signs' is a monitoring tool developed by Monica Patten of the Canadian Council of Foundations (CFC). Fifteen community foundations in Canada use Vital Signs. About ten communities in Canada are monitored annually. Each participating community foundation has its own Vital Signs report with ten or 12 indicators. These are now combined into a national report which directs donors and interested individuals towards good causes. CFC has a partnership with one of the newspapers which publishes an annual supplement on Vital Signs in English and French.

Beulah Fredericks, Director of the Foundation for Community Development, Western Cape and Synergos Senior Fellow, explored the use of the Vital Signs process at the Arizona Community Foundation in Canada and introduced the concept to the CGLC at a Learning Event. The Vital Signs process fulfils a number of purposes, including:

- conducting an annual community check up CFC, which measures the vitality and the health of the community and shares the results;
- establishing clear regional and city boundaries, for example Toronto and its 23 municipalities;
- identifying the great current trends and issues in the city, and putting these into perspective;
- identifying about 10 area-specific issues for monitoring (in Canada, these include: learning, work, belonging, leadership, and housing);
- developing an indicator of how well the city or region is performing; and
- measuring the results.

For example, on the issue of health and wellness, one indicator might be the number of doctors per capita. A vital comment might be around the need for an annual check-up because the consequences of poverty are reflected in most social and health indicators, such as teenage pregnancies and low birth weight.

The system:

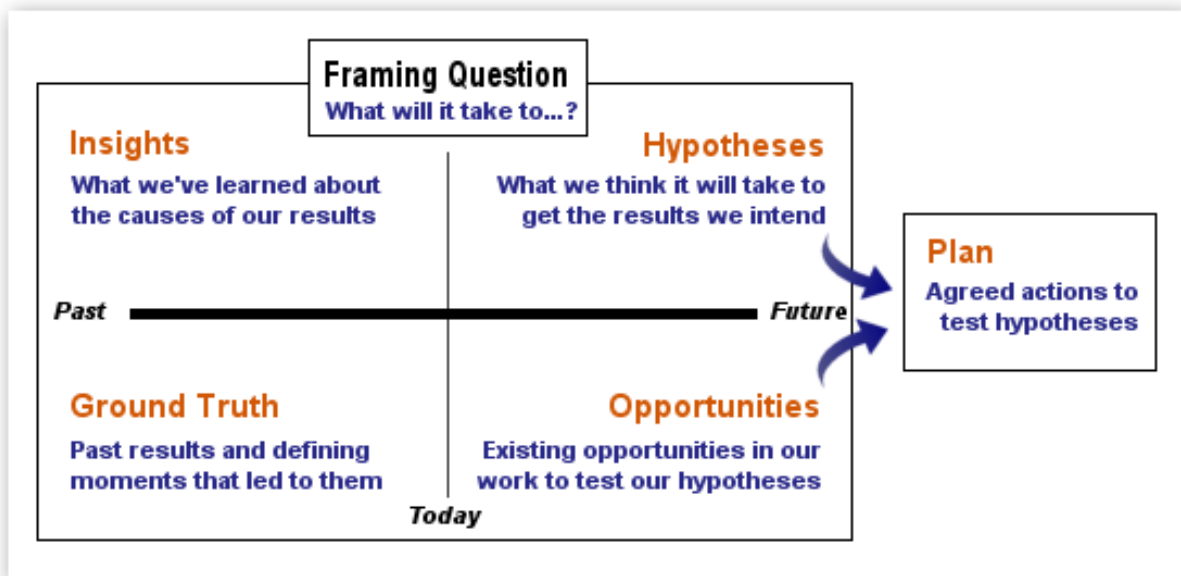
- shows strengths and weaknesses – it puts into perspective policies, facts, statistics, events and stories;
- is a roadmap for service provision by government, the corporate sector and social sector to guide how and where to direct funding and labour;
- is not only for foundations, it can be applied in various situations and by various stakeholders;
- informs the grant making process and increases effectiveness;
- is localised, providing the basis for anchored and broad-based community consultation processes;
- mobilises citizen participation; and
- enables broad-based partnerships.



It was hoped that the CGLC would design a comparable process applicable to the southern African context.

Emergent Learning (EL): Tina Thiart, then Executive Director of the International Network of Women's Funds and WINGS executive member, introduced the approach and tools to the CGLC after attending an Emergent Learning training course hosted by WINGS. Emergent Learning (EL) maps are a great tool to use with people coming from different cultures, languages and backgrounds. They provide a way of bringing a group of experts together to examine an issue, e.g. how to retain staff in your organisation; or how to improve your grant making practice. EL maps can be used to facilitate organisational learning based on a jointly developed theory of change. Or they can be a way of bringing grantees together to learn how to adapt grant making to better suit their needs.

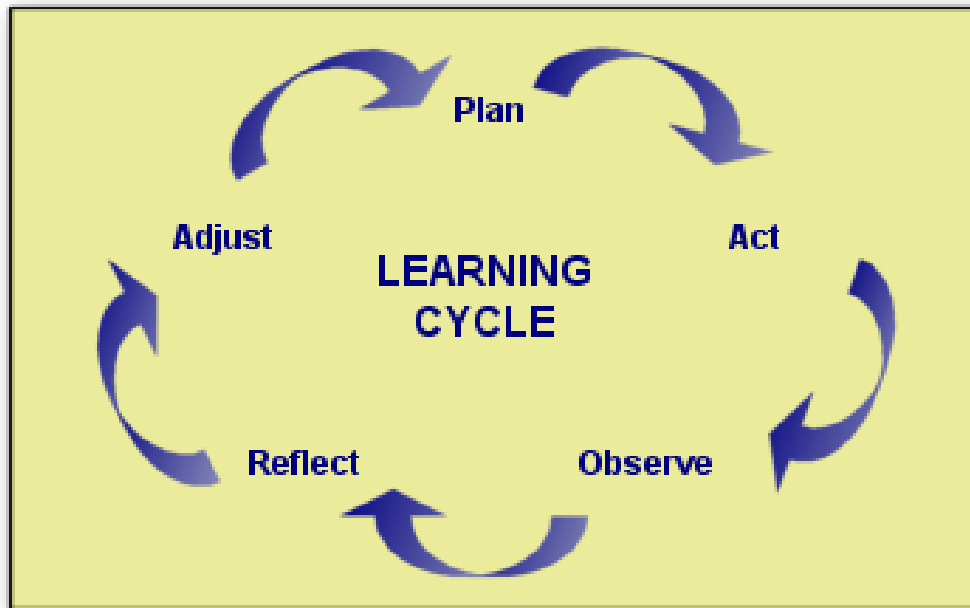
EL emphasises the importance of framing questions such as 'what will it take to...?', and related questions like 'how?', 'where?', 'when?', 'what?' and 'what else?' The question 'why' is not useful because it takes people back into the past and makes them defensive, rather than addressing the present and looking to the future.



An EL map has a simple timeline:

- everything to the left of centre refers to the past; everything to the right refers to the future; and the vertical centre line represents today;
- everything below the line is about real events – those that have happened in the past (Ground Truth Quadrant) and those that will happen in the future (Opportunities Quadrant); everything above the line refers to your thinking about those events – things you think caused your past results (Insights Quadrant) or things you think might contribute to your future success (Hypotheses Quadrant).

The process starts by examining the ground truth – the facts, stories and experiences of the group. Once the ground truth has been established, it is possible to move to insights – what has been learned from this experience. Be wary of participants wanting to go straight into insights, as that process leads to assumptions. Once the insights have been developed, then it is possible to move into a hypothesis – 'if we do this, then we think the results will be...' It is then possible to look for opportunities to test the hypothesis. For example, if I want to introduce a gender lens to my grant making, that would mean engaging with my board in advance, and an important supporting activity may be to plan a board meeting around gender.



EL maps support the learning cycle by creating a structure for a rich telling of diverse experiences, making rigorous meaning of them and translating them into action. These maps make it possible for a group of organisations or communities to come together and share their thinking, but they still allow for individual ownership of the decisions about which actions to take. EL maps help users draw conclusions that are evidence-based.



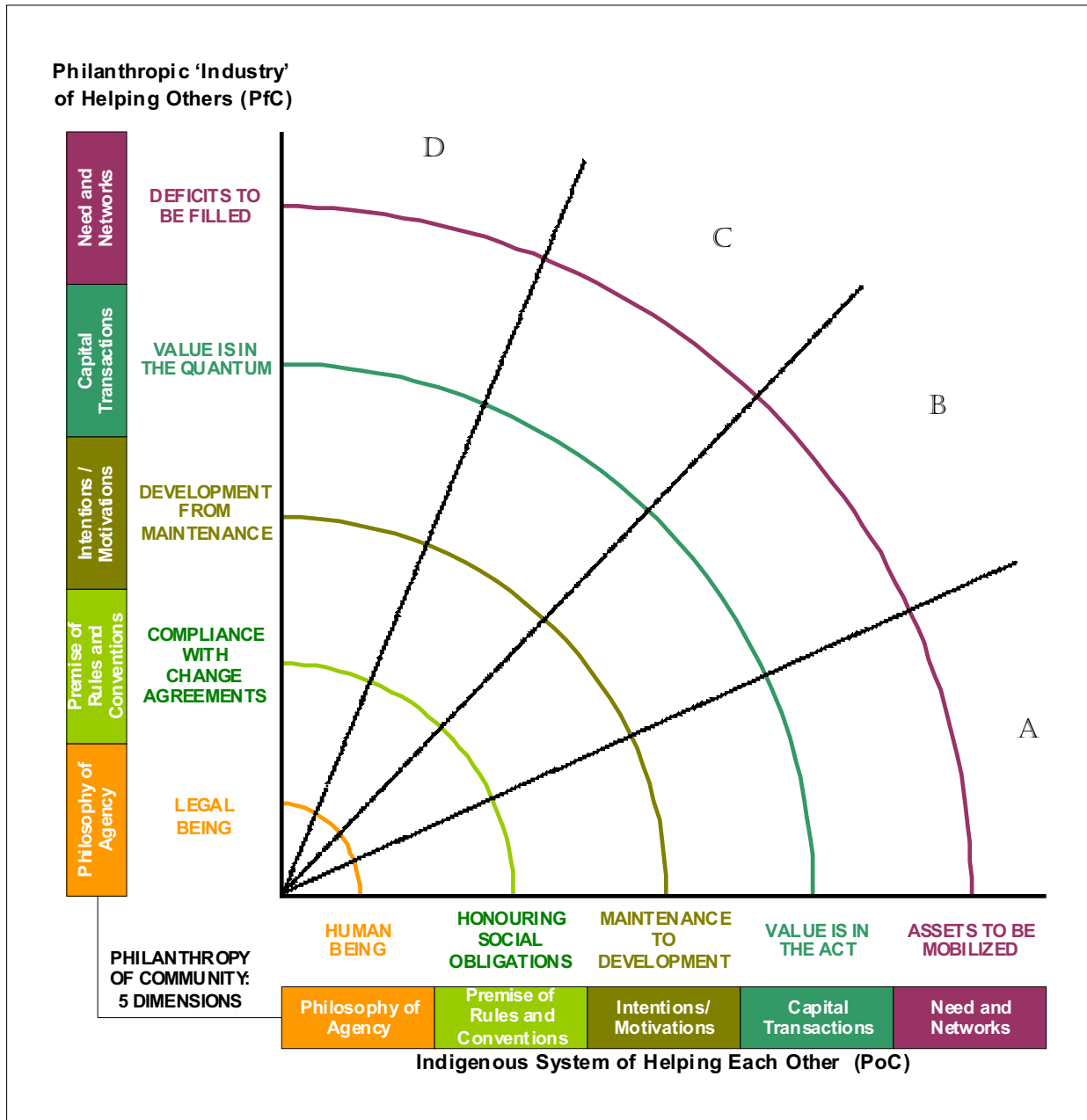
Most Significant Change (MSC): The MSC tool is a form of participatory monitoring and evaluation that uses storytelling as the basis of data collection. The approach allows for a consultative process with the partners. Together, donors and partners identify the domains of change to be monitored, and how frequently. Beneficiaries or partners are asked to tell a story about the most significant change that took place in project participants. The stories are told in a group, and recorded by field staff or project management. Opinions are solicited from the group about which stories represents the most significant change and why. These stories can then be taken into other levels in the organisation to strengthen internal capacity and the next layer of leadership.



Philanthropic Arc: The philanthropic arc is intended to be used as part of an organisational development process. It is not a stand-alone instrument.

When assessing organisational performance, the Philanthropic Arc requires that an organisation takes into account poor people's knowledge, practices and values around helping behaviour. It offers the organisation a new way to assess itself. Rather than using a self-referential lens, the process provides an opportunity to view organisational practices through the perspective of values and measures that poor people and communities use in their own philanthropic norms and practices. It is a new lens – a new viewpoint. This is called horizontal philanthropy, or philanthropy of community.

Between April and October 2008, members of the CGLC collaborated with Susan Wilkinson-Maposa of the UCT Graduate School of Business in developing the concept of the Philanthropic Arc based on the work done in the "Poor Philanthropist". The Philanthropic Arc is an organisational development tool for the philanthropy sector that enables grantmakers to test the extent to which they are people- or community-centred. It depicts the "philanthropy of the poor" (horizontal philanthropy) and "philanthropy for the poor" (vertical philanthropy) along the key dimensions developed in the "Poor Philanthropist".



Philanthropic Arc

Each axis is premised on the five dimensions of philanthropy of community (PoC). However, each dimension is translated in terms of core attributes of indigenous systems of help (horizontally), as well as in terms of the philanthropic industry of grant making for community (vertically), or philanthropy for community (PfC). For example, in terms of the philosophy of agency, PoC's attribute is that of a human being, while for PfC, there is greater reliance on identities recognised by government, particularly citizenship and attendant rights and responsibilities. Similarly, with PoC, greater attention is paid to non-material capitals of culture and symbolism, such as respect for age or hierarchy. Although the model is somewhat stereotypical and simplified, it does allow a development organisation to sharpen ideas and position itself within the illustrated quadrant and its subdivisions.

Sustainability: Financial, Governance, and Sustaining Leadership



While financial sustainability is critical to community grantmakers, CGLC members are also aware that sustainability of any institution or intervention comprises of a range of elements. This includes the ability of leaders to mobilise resources, and to exercise influence over events favourable to the organisations mission, as well as the lasting impact that their programmes have on the situation being addressed. For example, the session on bridging leadership in unequal societies focussed on the role of the leader, the leader's purpose, and how the leader shares and co-creates a vision for an equitable society.

Financial sustainability also featured strongly in the programme of the Learning Events during 2008. The case study on Kagiso Trust (April 08) and the discussion the Ditikeni Investment Fund (July 08) stimulated further work by members of the CGLC on financial sustainability with their Boards. Synergos was able to offer the services of Senior Fellow, and CGLC member, Kgotso Schoeman, to work on these issues with the Boards of the Foundation for Community Development in the Western Cape, and the West Coast Community Foundation.

The CGLC modelled institutional sustainability by establishing norms and practices. The members actively participated in the design and implementation of Learning Events, contributed to joint activities such as the brochure, participated in meetings with key role players, engaged in the recruitment and induction of new members, membership relationship management, and the development of protocols for decision-making, representation and reporting.





Institutional Development





Although the initial idea of the CGLC was developed with Inyathelo, Synergos played a leading role in providing secretariat, co-ordination and facilitation support. Synergos took responsibility for resource mobilisation, reporting and documenting the learning from the events in published form. A part-time co-ordinator dedicated to the project enhanced communication and the functioning of Working Groups between meetings. Synergos included members of the CGLC in its wider network, shared information, news and resources and also invited CGLC members to participate in various events.

Over time, together with the members, Synergos introduced practices to create a co-ownership of the CGLC by its members. These included: establishing Working Groups in addition to the Convening Group; and maintaining financial transparency by presenting the budget, as well as income and expenditure information, to the members.

The members' meeting also became more formalised with pre-published agendas, minutes and so on. Finally, the internal evaluation and the transition process was led and implemented by members, with support from the Synergos staff. A strong institutional foundation has been laid, on which the SACGLF can now build.

⁹ Inyathelo elected to play a low-key role in the initial phase of the CGLC after the first retreat in 2005.

International Links



Member of Worldwide Initiatives for Grantmaker Support (WINGS): Membership to the WINGS network has opened up additional opportunities for members to access resources through the Global Fund for Community Foundations. The Global Fund has provided support to members to engage in Board development; enhance their own resource mobilisation capacity and effective networking.

African Grantmakers' Affinity Group (AGAG): A large delegation of CGLC members participated in AGAG's annual meeting, held in Johannesburg in February 2008. Members of the CGLC served on panel discussions, engaged in small group discussion, and hosted learning exchanges of delegates.

CGLC members were also encouraged to share their experiences of visits to donor home countries, thus providing broader knowledge to the CGLC of the realities of the Northern constituencies.

Participation in the Cooperative has been particularly valuable for Mozambican civil society. In the post-civil war era, Mozambican civil society has grown and, therefore, so has the development of local community grantmakers. The most prominent organisation, the Foundation for Community Development, founded by Mme Graca Machel, plays a leading role in the development of Mozambican civil society. The past few years have seen the launching of new foundations, most notably, the Maria Lurdes Mutola Foundation established by the well-known Mozambican athlete, Maria Mutola. Inspired by the Southern African grantmakers Cooperative, the Mozambican members have established a forum for Mozambican foundations, comprising both local and Mozambican based international foundations. Their purpose is to promote a culture of philanthropy in Mozambique and to create an enabling environment for local philanthropy to flourish.

Similarly, Namibian organisations have also taken steps to establish a Namibian forum for grantmakers.

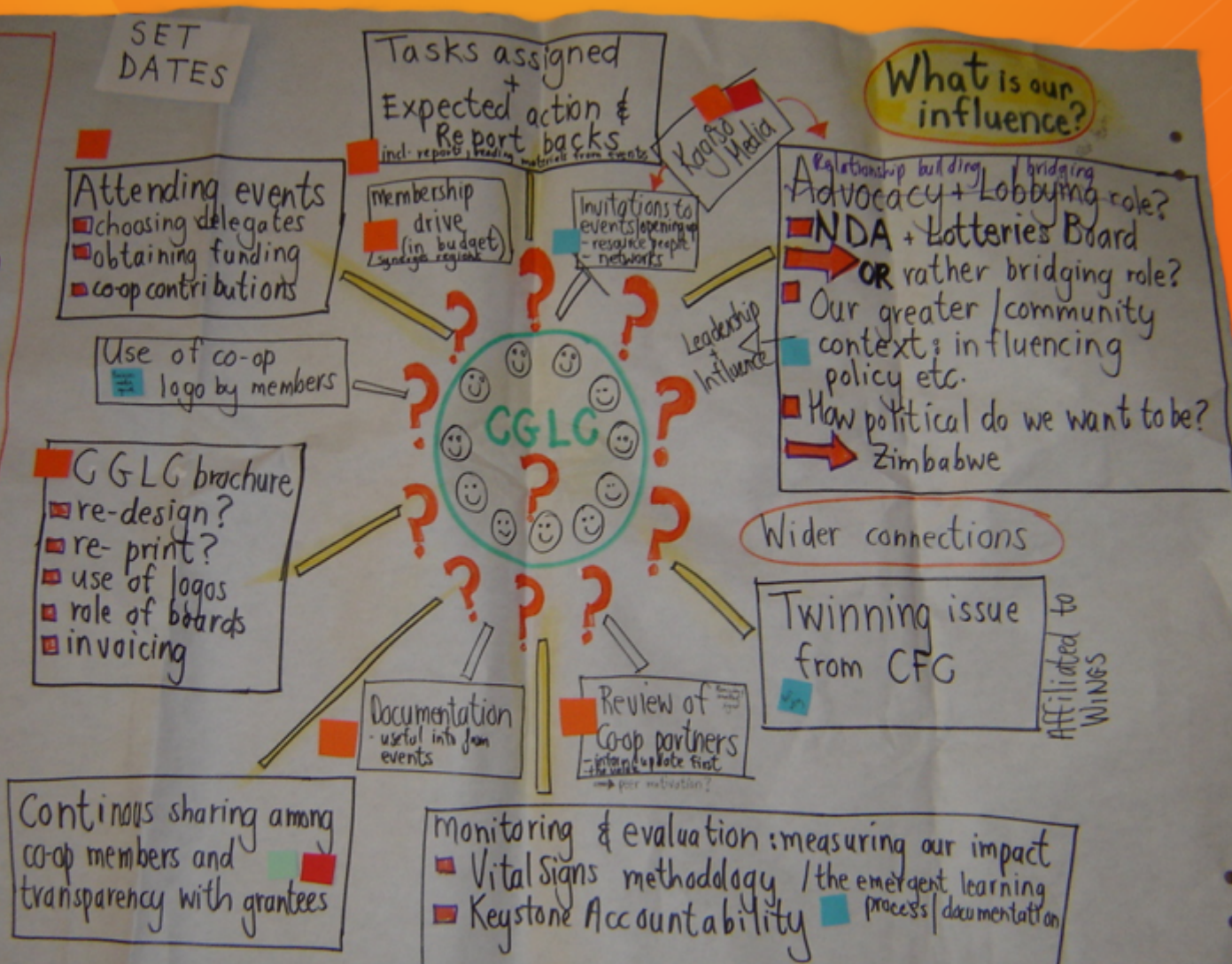
Members of the CGLC have attended the annual meetings of the most important Grantmaker Networks, such as the European Foundation Centre, the Canadian Council for Foundations, the Council for Foundations (USA), and Grantmakers without Borders, as well as related conferences. Members from the East African Association of Grantmakers, the Arab Foundations Forum, and the Global Fund for Community Foundations have attended CGLC Learning Events and retreats as guest participants or resource people, thus building links of solidarity between grantmakers worldwide.

A significant development in 2010 was the launch of the African Grantmakers' Network. Members of the CGLC served on the steering committee that initiated and co-ordinated the launch of this body. The newly-formed Southern African Community Grantmakers Forum intends affiliating to this body.



CONCLUSION

Future of the Co-op: beyond 2010





Over the five years of its existence, the Southern African Community Grantmakers' Leadership Cooperative (CGLC) practiced a peer learning methodology that valued each participant's experience and contribution, allowing for strong bonds of friendship and collegiality to be formed. The content and the pace of the learning agenda were determined by the members and thus were immediately applicable to the challenges and opportunities in the working environment.

The CGLC incubated a collection of small and large, new and experienced individual grantmaker organisations, and reared an established network of grantmaker leaders in Southern Africa. Through a cooperative governance model, the members were actively engaged in all aspects of the network.

One of the most important lessons that can be derived from the lifespan of the CGLC is the importance of building relationships between participants and members. The seamless integration of the personal with the professional aspects of leadership formed a strong foundation in the network.

The CGLC set out to put community grantmaking on the map. Their success is evidenced by this excerpt of the press release announcing the launch of the Southern African Community Grantmakers Leadership Forum:

“SACGLF will collaborate with The African Grantmakers Network and with the Global Fund for Community Grantmakers to change the face of Global Philanthropy and will increase visibility and knowledge of Africa around the world” says Beulah Fredericks, newly elected Chairperson of the Forum. Her sentiments resonate with that of Dr Gerry Salole, Chief Executive of the European Foundation Centre, Brussels. In his note of encouragement and support he wrote “I am thrilled to hear that the Southern African Community Grantmakers' Leadership Forum has been launched. It is invigorating to see the Forum join the ranks of the rapidly blossoming philanthropic infrastructure in Africa”.



