C O V I D


Transform
Unnatural
Surviving
REBUILD
Revealing
Derailed
Humanit
Adaptive
Muster



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CSRNEWSSA
INSPIRED KNOWLEDGE

> NEVER BE AFRAID TO FAIL – THE PROBLEM WITH WISE PEOPLE IS, THEY REASON TOO MUCH. WHILST THEY WERE REASONING, WE WERE BUSY BUILDING CARS AND LEARNING FROM OUR FAILURES.
>
> HENRY FORD

These are the names and the words of some of the South African CSI industry stakeholders who participated in the massive Covid-19 response effort, bringing hope and relief to communities all over the country. Let history show what South Africans working in CSI felt and did about the second global pandemic in 100 years. Should another global pandemic ever affect our world, may this publication stand as a record of the actions of a generation to combat the devastation wrought by Covid-19 in 2020.

	WORD	COMPANY	NAME
1.	COLLABORATION	IMBUMBA FOUNDATION	SAMANTHA
2.	SURVIVING	RAINBOW ECD CENTRE	STEVE
3.	WORRY		CHERYL
4.	CHALLENGING	GTN HOME	
5.	RECALLIBRATION	MEROPA ACT	JUDY BRYANT
6.	DISCOMBOBU-LATING	SYMPHONIA FOR SOUTH AFRICA	LOUISE VAN RHYN
7.	HUMANITY	SINGAKWAZI AID	
8.	PANDEMICATTACK	CROWN OF GLORY MISSION	
9.	TRANSFORM	ENTRUST FOUNDATION	MARISA VAN DER MERWE
10.	DEVASTATION	DOWNSYNDROM ASS..	
11.	RESILIENT	PYMA	MTHANDAZO
12.	INTEGRITY	CYRIL RAMAPHOSA FOUND.	CHANTELLE OOSTHUISEN
13.	ADAPTIVE	COMCHEST	TATIANA FERNANDES
14.	AGILITY	CAF SOUTHERN AFRICA	GILL BATES
15.	INSPIRING	MAMA'S ALLIANCE	GERMAN MORE
16.	AMBIGUOUS	MAMA'S ALLIANCE	RUTH
17.	REVEALING	ANIMAL'S IN DISTRESS	
18.	UNNATURAL	FIVE TULIPS	YOLANDA GOSSEL
19.	MUSTER	SCALABRINI	MIRANDA MADIKANE
20.	DERAILED	MATHS & SCIENCE CENTRE	SHARANJEET
21.	UNSCRIPTED	LOVELIFE	FIKILE NTANZI
22.	CONNECTEDNESS	LIFELINE DURBAN	JAN
23.	BOULEVERSEMENT	EDUTAK	ESTHER
24.	OUTREACH	ABRAM KRIEL	HILDA DU TOIT
25.	OPPORTUNITY	UBUNYE FOUNDATION	KATY
26.	DEVASTATING	JOCOD	
27.	INNOVATE	GREAT POROZA	
28.	SOLIDARITY	SOLIDARITY FUND	ADRIAN ENTHOVEN
29.	OPPORTUNITY	GLOBAL TOURISM LEGACY NETWORK	CHARLES NDABENI
30.	REBUILD	VODACOM	TAKALANI NETSHITENZHE
31.	INNOVATION	SASOL	GAO MOTHOAGAE
32.	DATA	INYATHELO	NAZEEMA MOHAMMED
33.	CHALLENGING		CARRON JANGJIBAN
34.	CHANGE		ZAAKIRAH WATSON
35.	TRANSFORMATION	SIYA & RACHEL KOLISI FOUNDATION	SIYA & RACHEL KOLISI
36.	CAPTIVATING	WITS UNIVERSITY	PROF. SHABIR MAHDI
37.	SURREAL	OLD MUTUAL	FIKILE KUHLASE
38.	DISRUPTION	NEXT GENERATION	REANA ROSSOUW
39.	NEIGHBOUR	COMCHEST	CRAIG KENSLEY
40.	SELF-LEADERSHIP	KALEIDOSCOPE	DR. ROBYN WHITTAKER
41.	DERANGEMENT	PANDA	NICK HUDSON





HI THERE !

I have been proven wrong. I have egg on my face and mud on my shoes. At the start of the pandemic I wrote an article critical of CSI – I accused it of being unprepared, uninspired and insufficiently collaborative. I said corporates were hopelessly inflexible, old-fashioned and half-asleep when it came to CSI – and that they ought to make better use of small businesses to deliver services.

Was I ever wrong, as the Americans say.

As you will see in this magazine, the South African CSI industry rose to the crisis like no other. Companies and NGOs worked around the clock to feed, empower, educate, encourage and boost families, communities, trainees and entrepreneurs during lockdown. We may have been unprepared when we started, but within weeks most had put new plans into action and had a whole new mindset to meet the needs of the hour.

Millions were reached by our sector. I have reviewed the reports of numerous companies, some of which touched 25 000-plus families with solid forms of help. That is the goodwill and the maturity of a private sector that is, for all its faults, still streets ahead of CSI in many similarly developing nations. Our major NGOs touched thousands, too. People received life-giving sustenance and hope not because of government, but because of our private sector.

So I can only say, 'Incredible work, guys!'

And as to making greater use of small businesses – the very fact that we have a magazine of such calibre and diversity is thanks to CSI boardrooms and practitioners who were willing to partner with a small company – us. They took a risk and in so doing became part of history.



MILLIONS WERE REACHED

BY THE CSI SECTOR

I believe CSRNEWSSA could be the first black company in CSI South Africa since 1994 to have printed a magazine featuring South Africa's major corporates. We speak to CSI in South Africa, dealing in the essence of what transformation is and can be.

In fact, we have coined a new term in our office: Transformationalist. I don't think you'll find it in the dictionary. We define it as an individual or entity that translates a vision into reality, helping to bring a small black business's dream to life – and in so doing affecting other small businesses and, in turn, the whole economic landscape.

A tranformationalist turns talk into action. A tranformationalist makes a difference through specific, concrete actions. I believe all the organisations featured in this magazine are tranformationalists in their way. Thank you to you all.

And I have to thank my exceptional team.

You will not find another team that has given so much blood, sweat and … no tears, yet … in such record time. I believe together we have delivered what the CSI industry needs at this critical time – a reflection of CSI's strengths and weaknesses, and a signpost to various options for the way forward.

To Jane, our Senior Editor – my goodness! To Liezl, our Editor at Large – excellence like no other. To Dylan, our Creative Manager – where to begin? To Jay, our Photographer – going on 11 years, my brother.

To the CSI industry, we can only thank you and say we have done it together. CSI came through for South Africa at a time when the need was desperate. You set aside your careful plans for 2020 and went with something entirely new – and you made a real difference.

Lastly, I have to thank my 'sleeping giant', without whom this company and this publication would never have seen the light of day. Thank you, Charlotte Ntsebo Mtetwa, my grandmother, who started an NGO today worth over R15 million, and who sparked my commitment to social development. You taught me that it is not about the individual, but about abantu.

As I close, I would like to close with this. 'It is not by might, nor by power, but by My Spirit' says the LORD of hosts. "Zechariah 4:6"

Kudos and blessings to all



Simphiwe Mtetwa

The words that appear on the fro not our own, but were submitted were asked to sum up in one wor to them. Here are their words

1

'REVEALING'
Animals in Distress
Heather Robertson

2

'INSPIRING'
Mama's Alliance
German More

3

'ADAPTIVE'
ComChest
Tatiana Fernandes

4

'INTEGRITY'
Cyril Rhamaphosa Foundation
Chantelle Oosthuizen

5

'RESILIENT'
Phakamani Young Minds
Dr Mthandazo Khumalo

6

'TRANSFORM'
The Entrust Foundation
Marisa Van der Merwe

7

'DISCOMBOMBULATING'
Symphonia For South Africa
Louise Van Rhyn

8

'MUSTER'
Scalabrini
Mirinda Madikane

9

'DERAILED'
Maths and Science Centre
Sharanjeet Shan

ont cover of this magazine are d to us by individuals in CSI who rd what the pandemic meant to

10

'RECALIBRATION'
Meropa
Judy Bryant

11

'UNNATURAL'
Five Tulips
Yolanda Gossel

12

'OPPORTUNITY'
Ubunye Foundation
Katy Pepper

13

'DISRUPTION'
Next Generation
Reana Rossouw

14

'SURVIVING'
Rainbow ECD Centre
Steve Zimri

15

'COLLABORATION'
Imbumba Foundation
Samantha

16

'SOLIDARITY'
Solidarity Fund
Adrian Enthoven

19

'SELF-LEADERSHIP'
Kaleidoscope
Dr. Robyn Whittaker

17

'REBUILD'
Vodacom
Takalani Netshitenzhe

18

'AGILITY'
CAF Southern Africa
GILL Bates

THIS ISSUE

READ EMPOWERING STORIES OF HOW CORPORATES AND NGOS COLLABORATED TO FEED, EDUCATE, SUSTAIN AND BRING HOPE TO COMMUNITIES AT SHORT NOTICE AND HOW TOGETHER THEY IMPACTED THE CHANGING LANDSCAPE OF CSI.

LET HISTORY SHOW THAT THIS MAGAZINE RECORDS WHAT CSI SOUTH AFRICA ACHIEVED DURING THE SECOND GLOBAL PANDEMIC OF THE LAST 100 YEARS.

*	**ADRIAN ENTHOVEN, DEPUTY CHAIRPERSON SOLIDARITY FUND**	Leadership and decision-making during a pandemic.	**10**
*	**NEPTAL KHOZA, HEAD CORPORATE SOCIAL INVESTMEN-CAPITEC**	Capitec prepared and adaptable.	**16**
*	**HARALD FLEISCHMANN, CHIEF EXECUTIVE OFFICER FOSH QINISO**	Adversity breeds innovation.	**20**
*	**TEBOGO MOLEFE, HEAD OF CSI IDC**	Always anticipate the unexpected.	**28**
*	**PROF. SHABIR MAHDI, DEPT. OF VACCINOLOGY WITS UNIVERSITY**	South Africa at the forefront of vaccine development.	**30**
*	**FIKILE KUHLASE, HEAD OF OLD MUTUAL FOUNDATION OLD MUTUAL**	Old Mutual recalibrating plans to address COVID-19 needs.	**37**
*	**TAKALANI NETSHITENZHE, CHIEF OFFICER CORPORATE AFFAIRS-VODACOM**	Vodacom going green.	**52**
*	**SELLO HATANG, CHIEF EXECUTIVE OFFICER NELSON MANDELA FOUNDATION**	Pandemic brings out the best and the worst in humanity.	**56**
*	**GAO MOTHOAGAE, VICE PRESIDENT FOR SOCIAL INVESTMENT-SASOL**	Repatriation flights to bring citizens home.	**68**
*	**GILL BATES, CHIEF EXECUTIVE OFFICER CAF SOUTHERN AFRICA**	Africans are generous, despite financial woes.	**70**

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Simphiwe is the Founder and Chief-Editor at CSRNEWSSA. He has been working here for the last eight years.



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SALES EXECUTIVE

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HEAD PHOTOGRAPHER

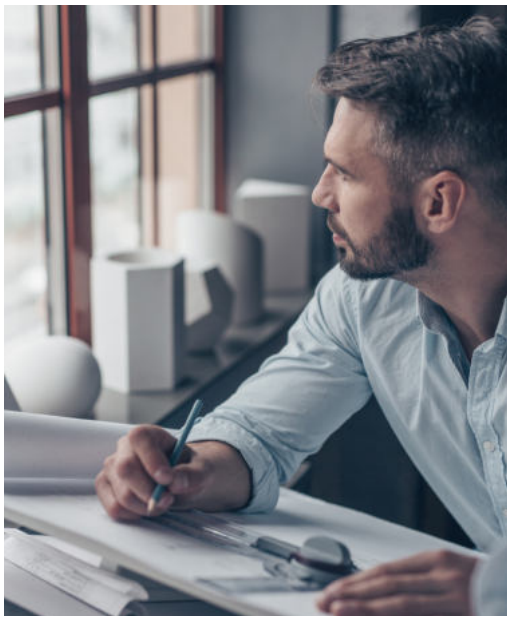
Jay is the Head Photographer at CSRNEWSSA. He has been working here for the last eight years.





ADRIAN ENTH

TALKS LEADERSHIP AND DECISION-MAKING





OVEN



To navigate the many challenges brought on by the Covid-19 pandemic, South Africa had to act fast. The Solidarity Fund was established to unite the country in the fight against Covid-19, to bring relief to an overburdened health system and to alleviate the humanitarian crisis unfolding before us.

At the beginning of lockdown there was a national call to businesses, citizens, ministers, and corporate leaders to rally behind the Solidarity Fund. The response was among the largest in the history of South African philanthropy; the Solidarity Fund raised over R3 billion from more than 2 300 companies and foundations and 300 000 citizens.

So far, the funds have been allocated to supplying significant quantities of high-quality PPE and medical equipment to the public health system and community health workers, boosting national testing capacity, providing food parcels and vouchers to over 400,000 families, supporting an additional 35 000 small-scale farmers, and driving a national communications and behavioural change campaign.

The fund is chaired by businesswoman Gloria Serobe, with Adrian Enthoven as her deputy chair.

Enthoven is currently also executive chairman of Yellowwoods, a European-based private investment group, as well as a board member, chairperson and trustee of many other institutions.

Considered one of South Africa's high-profile leaders, Enthoven spoke to us about leadership, decision-making under duress and staying true to an organisation's purpose.

What is your definition of leadership?

Leadership is about embodying and championing the purpose, values and culture of an organisation. It is about courage and tenacity, and knowing that success is built on the foundation of teamwork and the space for people in the organisation to contribute their diverse skills and perspectives. It is about inspiring and motivating everyone in the organisation to enhance the contribution they make, both individually and collectively. It requires selflessness and a suppression of ego. Leadership is about knowing that 'culture eats strategy for breakfast', and working hard to build and align the stakeholders of an organisation around a clearly articulated culture and set of values. Leadership is about a tireless and unrelenting pursuit of success, however it may be defined.

I am inspired by the great leaders in the history of South Africa; Steve Biko, Nelson Mandela, Oliver Tambo, Beyers Naude, Zachie Achmat, Albie Sachs and my mentor, Van Zyl Slabbert. They all made their mark and shaped history by being principled, committed and courageous leaders.

What went through your mind when you received the phone call to help establish the Solidarity Fund?

When I received the call, I did not hesitate in accepting the role. I knew that all South Africans would be called upon to step up and contribute, and I knew that my experience would enable me to be of value to the Fund.

I felt the weight of a huge responsibility, not only to ensure that the funds that would be entrusted to us by thousands of companies and individuals would be well managed, but that we would en-



SOLIDARITY FUND

MAINTAINING A TRUE NORTH IN THE FACE OF ADVERSARY



sure that we used these funds to have the greatest possible impact on the crisis.

I realised that the Fund would need to play a pivotal role in both helping the health system prepare for the tsunami that was on its way, and also to support those impacted by the pandemic. We were being given the opportunity to have a significant impact on the lives of countless fellow South Africans, and this opportunity could not be squandered.

When you received the call, where were you and who was the first person you spoke to regarding the opportunity?

I was on holiday in the Eastern Cape with my wife. I spoke to her about it and she was very supportive of my decision. She believed I could help make a difference.

How did you prepare for the role?

There was no time to prepare! The very next morning after our appointment we had to start the process of building a new institution. Within weeks we had assembled a new board, recruited some 80 fulltime volunteers and 15 companies providing pro bono services, built partnerships to deliver on our mandate, raised over R2bn and had already committed over R1bn

THE POWER IS IN YOUR CLEAN HANDS.

CITIZENS IN SOLIDARITY

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to get urgently needed PPE to front-line health workers and to address the crisis of hunger and food insecurity.



What thought processes went into making the decisions regarding who would qualify for funds and why?

We asked ourselves three questions:

1. Is it fulfilling our mandate?
2. Are we addressing a problem that needs the Solidarity Fund? i.e. If we don't respond to the need will someone else respond to it? We needed to be confident that if we did not respond to the need, then the impact would not have happened.
3. Are we able to make a significant difference relative to the scale of the problem?

We didn't want to spend money on small things or on problems that would be solved anyway. It was important to identify causes whose needs would otherwise not be met.

The fund has been disciplined and focused, ensuring that our disbursements were targeted to areas of greatest need.

How are the funds directed?

The funds have been targeted at three core focus areas:

1. To support the health system across the country to prepare for and respond to the pandemic.
2. To provide humanitarian relief to those impacted by the crisis.
3. To lead a national communication and behavioural change campaign to mobilise citizens, businesses, civil society and communities to work together to fight the virus, and to shift the behaviours in order to reduce infections and 'flatten the curve'.



In hindsight, is there anything you would have done differently?

Although this assignment has been hugely rewarding, it's also been very challenging.

South Africa is a highly politicised and polarised country, which has meant we have been operating in a very low-trust environment.

A lot of people misinterpreted and misunderstood the purpose and nature of the fund, and many still do. When the fund was launched, some people were under the impression that the funds would be used for providing relief or financial support to businesses. More recently, the Solidarity Fund has been confused with the corruption linked to government's Covid efforts. The Solidarity Fund is not a government fund. We are independently and professionally run to the highest governance standards, and there has been no misuse of donor funds.

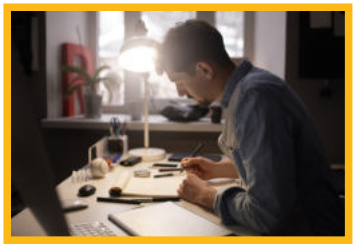
If I could go back and do things differently, I would emphasise these facts from an earlier stage and quickly correct misperceptions when they arose. I also think we should have communicated more regularly with the media, and had more information about our work on our website. The Fund is wholeheartedly committed to full transparency and we will fully account for where all our money has come from and where it has been spent, but we should have publicly reported on our activities more consistently.

Despite the difficult and highly political operating environment, I believe we have managed to keep our focus on our purpose and to maintain our 'true north'.



> Within weeks we had assembled a new board, recruited some 80 fulltime volunteers and 15 companies providing pro bono services, built partnerships to deliver on our mandate, raised over R2bn and had already committed over R1bn to get urgently needed PPE to frontline health workers.











NEPTAL KHOZA
CAPITEC
HEAD - CORPORATE SOCIAL INVESTMENT

CAPITEC PREPARED & ADAPTABLE

The pandemic came unexpectedly and suddenly. Many businesses adjusted their operations to bring essential services to their clients in a safe and responsible manner, while stepping up CSI efforts to help fight the devastating aftermath of the virus.

'Being prepared but adaptable was key to ensuring that Capitec Bank better served our clients during these pressing times. In addition, we did not forget the most vulnerable members of our society; we announced several CSI initiatives to support and fund efforts to help prevent the spread of the virus, while our disaster relief efforts focused on supporting NGOs and government initiatives to meet the basic needs of disadvantaged communities,' says Neptal Khosa, the Head of Capitec's CSI Department.

CSI Initiatives

'Capitec has a multipronged approach to CSI, including disaster relief, Capitec's education programme, donations, and the employee volunteer programme,' explains Khoza.

Disaster Relief

'In case of disasters, Capitec has set aside a relief fund aimed at

covid-19

humanitarian



CAPITEC



providing support to victims. This year, the relief fund was implemented to help fight the effects of Covid-19,' says Khoza.

'We developed a two-fold approach: funding efforts to fight the spread of the virus and offering humanitarian support to communities that are in desperate need of basic necessities.'

Capitec provided immediate support for screening, testing and preventing the spread of Covid-19. 'We donated R15 million towards the Solidarity Fund and R5 million towards Gift of the Givers,' explains Khoza.

'We also set aside R6.6 million towards humanitarian relief initiatives to support communities and NGOs.' These initiatives included:

- R1 million went to ad hoc requests for personal protective equipment (PPE) and Covid-19-related requests, aimed at supporting local hospitals, schools and shelters with PPE.

Education

With the major disruption in education over the last few months, private sector educational support has become more important than ever. 'The Capitec Foundation aims to improve maths in a sustainable manner, so that South Africa's youth will have access to career choices after they matriculate,' explains Khoza. 'We do this by focusing on maths tutoring, math teacher development and school management development.'

THE CAPITEC WAY OF HUMANITARIAN RELIEF

"WE ANNOUNCED SEVERAL CSI INITIATIVES TO SUPPORT AND FUND EFFORTS TO HELP PREVENT THE SPREAD OF THE VIRUS, WHILE OUR DISASTER RELIEF EFFORTS FOCUSED ON SUPPORTING NGOS AND GOVERNMENT INITIATIVES TO MEET THE BASIC NEEDS OF DISADVANTAGED COMMUNITIES"

NEPTAL KHOZA, HEAD - CORPORATE SOCIAL INVESTMENT

- R3.6 million for food parcel initiatives, with a target to support over 6120 families, impacting 32 500 people.

- R1 million for matching client's and employees' fundraising efforts. 'With this initiative, we encouraged clients and employees to raise funds or donate to Gift of the Givers, the Solidarity Fund and Food Forward. More than R840 000 was raised towards this initiative between April and June. Capitec will match this amount.'

- Capitec also launched the R1 million for a facemask campaign. 'We aimed to distribute more than 40 000 facemasks through this campaign,' says Khoza.

During the pandemic, hundreds of learners continued to benefit from the Capitec Foundation's own online maths tutoring programme and from a Capitec-sponsored maths programme run by Nelson Mandela University and Ikamva Youth.

Donations

One of the heartbreaking effects of the Covid-19 pandemic was the increase in gender-based violence. 'Every year, Capitec offers once-off donations to organisations that shelter abused women and abandoned children. This year, 50 NGOs across the country will be shortlisted and will be receiving the much-needed financial support,' says Khoza.



Employee volunteer programme

'Through the employee volunteer programme, we encouraged employees, in groups or as individuals, to use their time, resources and skills to give back to their communities. Each employee is allocated three days per annum to make a difference, and Capitec has committed to contribute R2 for every R1 raised by employees. As at the end of June, employees had raised over R400 000.

'In total, we have spent R32 million on CSI initiatives this year,' says Khoza.

Technology to keep people safer

Capitec's banking app makes it possible for clients to bank from the safety of their homes 24/7, while incurring no data costs as their app is zero rated for data. Since January 2020 they have welcomed over 600 000 new digital banking clients. They now have over 7.5 million digital banking clients, making them the largest digital bank in South Africa.

'In July, we hosted a hackathon to create a platform for the development of technology and solutions to help South Africans live better in a post-Covid reality,' says Khoza.

'We have also launched paperless banking, allowing clients to sign documents using our biometric fingerprint scanners, which can be easily sanitised after each clients use, as opposed to paper, which is more difficult to sanitise.'

'It is now more important than ever to make a difference in our communities.

EVERY YEAR CAPITEC SHELTERS ABUSED WOMEN AND ABANDONED CHILDREN

ADVERSITY BREEDS INNOVATION

Zoom, Teams, Hangouts ... Covid-19 has permanently reshaped our economy and has changed the standard operating processes of many industries in South Africa and globally. We had to quickly adapt to a new working world that saw a rapid decline in tourism, aviation and maritime, but major opportunities created for e-commerce, ICT and social services. The young professionals from Qiniso were ready for the shifts in the economy ushered in by Covid-19 and are finding their products more in demand now than before.

Young trades professionals

'I had no electricity, growing up', says 28-year-old Kgaladi Tsima in her calm, collected tone. 'We used paraffin and coal stoves to cook with and candles for lighting. I saw many of our neighbours illegally distributing electricity to their rural dwellings. They would use incorrect wiring methods, exposed on the ground, and of course this led to the deaths of many of my childhood friends. I vowed early on that I would put an end to this.'

Kgaladi decided to study electrical engineering, having to uproot from gaMasemola Thabampshe village in Limpopo and move to the informal settlement of Gabon, outside Daveyton in Gauteng in order to study at Ekurhuleni East College. Working part time as a general worker and cleaner, Kgaladi completed the stringent Red Seal Trade Test, becoming one of



QINISO

VIRTUAL REALITY

few qualified female electricians in South Africa. The Qiniso team also includes 28-year old Allan Munyai, 27-year old Lethabo Seerane and 30-year old Abigail Kanyane, all of whom tell similar stories of hardship and exposure to dangerous electrical connections and transformers in their childhoods.

While reviewing digital content for an interactive, virtual, audio visual lesson on engineering drawings, Lethabo Seerane comments on how difficult it is to pass the Red Seal Electrical Trade Test.

AT QINISO WE DEVELOP VIRTUAL REALITY, AUDIO VISUAL, DIGITAL LEARNING CONTENT

'This is why my job here at Qiniso is so rewarding. At high school, I was in the stream for commerce subjects, simply because my school made that decision for me. Despite their streaming, I still enrolled for Electrical Infrastructure and Construction at the Ekurhuleni West College. After three years of study, I needed to complete my apprenticeship, but my male supervisor simply didn't trust that a woman electrician could work successfully with complex wiring.

So I was never adequately prepared and mentored to pass the Red Seal Trade Test.
'I now work towards changing the learning and apprenticeship experience for future students – which is why my daily work at Qiniso is so rewarding.'

Digital learning content
'At Qiniso, we develop virtual reality, audio visual, digital learning content,' says Allan Munyai.
'At the moment, we build learning content for various trades that can be used by students at FET colleges for different trades like carpentry and plumbing. Our learning material is digital, interactive but still very user-friendly.

'I am from eKasi, but I was never exposed to any computers or online learning content until I reached tertiary. So I understand the importance of making our learning material easily accessible to tertiary students from townships and rural communities,' says Munyai. 'Of course, coupled with that, there is the negative perception that careers in the trades involve unskilled work. Often, our communities do not realise that only qualified plumbers or qualified bricklayers are suitable to do construction and maintenance work at homes and industrial or commercial sites. Our work is extremely skilled.'

Qiniso Innovators
Abigail Kanyane is the team content developer and innovator for the electrical trade. 'Preparing for the Red Seal Trade Test meant spending sleepless nights reading a textbook which, in my opinion, was not even considered when the Red Seal exam was compiled.

'But I saw how the Red Seal exam improved with the introduction of plug-in panels by Qiniso, rather than the outdated hard wiring that students were previously forced to do during the Red Seal exam. When I saw this new introduction by Qiniso, I knew that many more changes could be made to improve the learning environment for students in the trades at FET colleges.

'That's why I jumped when a job vacancy opened at Qiniso as a result of the German development agency, GIZ, providing funding for the development and employment of eight young people to work at Qiniso, through the Qiniso Hub. I am now part of a team of eight young professionals. We combine our training in the trades with virtual reality technology to create interesting, challenging and forward-looking learning material. We know what students struggle with, so we're ideally positioned to create relevant learning content.

'Qiniso is the Fourth Industrial Revolution in the education sector. Since the start of Covid-19, our digital, virtual reality, audio visual learning products are more in demand than ever, as people realise the huge benefits and cost-savings of online learning.'





VIRTU[E]AL LEARNING



- *Develops content for further and higher vocational learning and training in the trades like electrical, brick-laying, metal construction and more*
- *Develops mentorship models and alternative learning experiences for artisan professionals like plumbers, electricians and more*
- *Practical training for trades professionals and trades apprentices on industrial, commercial and domestic construction sites*
- *Facilitates workplace placement of artisan professionals*
- *Creates interactive, digital assessment interactions and tools for trades' apprentices*
- *Creates virtual reality learning environments for trades' professionals*
- *Lecturer training and capacity building*

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FOSH

DONKEY AND CARROT

"Three years ago, Trialogue reported that corporate South Africa had spent R137 billion on projects since 1997. Extending the figures to 1994 and 2020, we've probably spent R155 billion. What do we have to show for it?"





Several years ago, I sat with a huge financial institution discussing a Maths and Science programme they had initiated in high schools in Gauteng. After ten years, only one learner out of hundreds had completed the programme, and even she had no intention of studying for a STEM career (Science, Technology, Engineering and Science) after school. One learner out of hundreds! I'd call that a massive failure of a programme.

I know exactly why the programme did not work.

But first, let's look more broadly. How many success stories does CSI have to show for itself? Donated computers are stolen, container libraries are bereft of books, ablution facilities are clogged and unusable, and science labs remain locked, no one having bought the supplies necessary for experiments. Come back a year after any major donation and you will generally be appalled at what you find.

And yet we say we are making a meaningful impact.

Three years ago, Trialogue reported that corporate South Africa had spent R137 billion on projects since 1997. Extending the figures to 1994 and 2020, we've probably spent R155 billion. What do we have to show for it? Our literacy rate is at an all-time low, poverty is somewhat relieved but inequality increases, and communities know little to nothing about this thing called CSI that is intended to assist and empower them. Instead, people seem more and more dependent, more and more convinced that government and corporates owe them for every difficulty they experience.

The carrot and the stick

I believe that, just like our government, corporates have a too low expectation of people. We come into a community offering the world. We expect nothing from our community partners other than to receive. No independent thought or sacrifice is expected of the recipient. People do not value what they are given because a) they did not ask for it, b) no effort was required to receive it and c) ownership was never clear.

Take the Maths and Science programme as an example. In that case, the corporate had something to offer and approached school principals, who unilaterally selected ten of their top Grade 10 students and told them, 'You'll be participating in extra classes for the next three years.' No learner chose to participate.

I imagine the results might have been quite different if participation in the programme had been presented as a reward after an application process. Had learners been required to write a test, and motivate why they should be included

WHY ALMOST 90% OF SOUTH AFRICA'S CSI PROGRAMMES FAIL



Forget the numbers for now – strive to make a real impact with people who really want what you offer and will take ownership of it by their own free will. This is the way to get lasting results.

SIMPHIWE MTETWA

in the programme, would they not have stuck with it better? It would have been something that involved their will and their sacrifice.

Nothing required

Take the computers as another example. A company selects a school and informs the principal that they're willing to donate thirty computers. Unprepared, the school welcomes the donation with open arms. Nothing is required of them. They're not prepared, not internally motivated to raise the funds to buy and install a security gate, to employ an IT person, to create a monthly budget for data, ink, paper and printer maintenance. Two weeks later half the computers are missing and a year later the room is used for storage of broken furniture.

Now imagine if the corporate had approached this differently:

'We have thirty computers to donate to teachers and Grade 11 learners. Learners, write an entrance test covering school subjects and a personal motivational essay to qualify. Teachers, run an extra mural programme for a year, appoint an outside committee to judge the most deserving, and possibly receive a computer at the end as a reward for your efforts.'

The computer becomes theirs for life, for school and personal use. Something will have been sacrificed to receive the goods. Ownership will be clear. And I can almost guarantee that data will be found. When people work for something, they value it.

Just something to consider.

At a recent meeting a company was discussing an online conference for youth. The fairy godmother approach was that not only should the company create the platform, it should also provide the data. 'Give a thousand learners R60 data each!' was the prevailing idea. I objected. Let people sacrifice to be there, I said – let them come up with their own data. To which others objected, 'What if only ten turn up?'

'Fine!' I said. 'Then ten turn up. These will be ten who really want to be there – not the thousand who want the left-over data for their own uses and a chance to put the conference on their CVs.'

Stop being afraid your project will not be exactly as you imagined it to be. Forget the numbers for now – strive to make a real impact with people who really want what you offer and will take ownership of it by their own free will. This is the way to get lasting results.

WHEN MEETING WITH A COMMUNITY

Be prepared to fail
We are all too scared to fail. Henry Ford said something I now live by: 'Don't be afraid to fail. The problem with wise and learnt people is that they reason too much. While they were busy deliberating and reasoning, we were busy building cars and learning from our failures.'

What a great attitude. CSI managers, you will make mistakes, but plunge in anyway, with innovative ideas, a willingness to learn and a different approach to what you've done a hundred times before.

Do the groundwork
When meeting with a community (read 'a handful of community members who happen to be available on the day you're coming'), learn to pick up cues and read the mood. You might think the group you're meeting with is representative because a self-appointed leader tells you it is. The truth will sometimes reveal itself in facial expressions, lack of participation or one or two members pushing an agenda.

I was at a rural community meeting when I noticed an elderly lady with a far-away look in her eyes. She was not participating at all. The problem was that she could not understand a word of what was being said in English. Speaking to her later in isiZulu, she told me that the man doing most of the talking was chosen by the community leader because he spoke the best English. Others, she said, had not even bothered to turn up, knowing that he and others would dominate with their eloquence.

Moreover, many of those present put themselves forward as bona fide community members but in fact hardly spent time there at all, and stood to gain as suppliers for the proposed project. One even approached me afterwards with a proposal of his own which seemed completely self-interested to me. They were there to drum up work for themselves, nothing else. Had I not read the signs, I would have laboured under the misapprehension that these people 'were' the community.

The bottom line
The bottom line is that we expect far too little of people, and over time, people begin to expect nothing of themselves. I say, put far more time into meeting with, listening to and preparing the community you wish to engage with. Don't be convinced before you start what the outcome will be. Perhaps this will not be the school/small business/community to receive what you have to offer. Or perhaps it will, with major modifications to the way you go about things.

Expect something of people. Get away from this idea of being the distributor of largesse, and the community as grateful recipients. Ask them what pitfall they see with your idea. Abandon your idea if need be. And seriously question the dynamic of the meeting – who speaks, who keeps quiet, and why. Be prepared for more than one meeting, to accommodate those who cannot be there at the first one.

Once satisfied that you have a workable plan, go full-tilt ahead, expecting some failures along the way. Remain respectful, remain flexible and make it your mission to ponder and document your failures, so that you and others learn from them.

Really, CSI SA, let's just try something different. Lose the carrot on a stick. People want to help themselves, if given half a chance. What have we got to lose with a new approach, other than our time and energy? And that is what we are paid for – our time, our energy, and, of course, our ingenuity.

Let's see some real CSI success stories.



ALWAYS ANTICIPATE THE UNEXPECTED

Covid-19 came as a disruption to many businesses and plans, but for the CSI department at the Industrial Development Corporation (IDC), work never stopped. CSI staff continued to work in collaboration with like-minded organisations to deliver social interventions in various communities. '2020 has taught us that you should always anticipate unexpected events,' says Tebogo Molefe, CSI Manager.

'It was the end of the financial year when Covid-19 hit our shores and our plans for the year were almost finalised,' she says, adding that they had to rapidly recalibrate plans almost overnight in view of the massive challenges facing the country.

'We initially responded by donating to Gift of the Givers, assisting with the provision of much-needed PPEs and with the pre-screening of patients at selected public hospitals.'

At the beginning of the financial year in April, the IDC made another donation, this time to the Solidarity Fund. They also established their own Solidarity Fund, to which employees were encouraged to make contributions.

'As time went by and the impact of Covid-19 began to show its devastating effects on the economy, with people losing jobs and hunger and poverty increasing, we had to revise our plans.' They allocated funds to social relief projects to support vulnerable groups with food and other basic necessities.

Under normal circumstances we physically visit and inspect the causes that we fund, but due to the lockdown, we were unable to do this,' Molefe explains. 'Collaboration is key in the type of work we do. What we are learning during this pandemic is that a partnership approach is critical when doing development work, particularly in rural and underdeveloped areas. We need to work together, sharing resources and information, to ensure that we maximise impact and avoid duplication of work.'

The CSI department of IDC has always had a mandate to support causes that focus on education, skills development and entrepreneurship development. 'Under education we support selected schools, mainly in rural areas through implementation of the Whole School Development (WSD) programme in partnership with Adopt-a-School Foundation and Wipro International.' WSD uses a holistic model to solve challenges faced by poorly resourced schools. The aim is to create schools that produce quality education. The CSI also supports Technical Vocation Education and Training (TVET) Colleges. 'TVET colleges are critical for producing a skilled workforce, desperately needed to grow the economy and create jobs,' she concludes.



TEBOGO MOLEFE

"OUR TARGET WAS OBVIOUSLY THE MOST VULNERABLE GROUPS, DEFINED AS CHILDREN, ABUSED WOMEN, THE ELDERLY, PERSONS LIVING WITH DISABILITIES AND FOREIGN NATIONALS."

TEBOGO MOLEFE, HEAD OF CSI, IDC.

In addition, the IDC supports community projects that focus on entrepreneurship development and job creation. They work in partnership with NGOs and CBOs to implement projects that equip individuals with entrepreneurial skills or create better livelihoods for communities.

IDC SUPPORTS **COMMUNITY PROJECTS THAT FOCUS ON ENTREPRENEURSHIP DEVELOPMENT AND JOB CREATION.**



> *IDC managed to reach about 5000 families across the country working in partnership with 14 organisations, providing food relief, masks and hygiene products.*

Some of the notable projects IDC supports and continued to support under lockdown are Koppies Greenhouse Primary Cooperative, based in Free State, and Food Forward SA, which has a national footprint.

'Koppies Greenhouse Co-op plays a critical role in food security, enriching communities with nutritious and healthy food. Rand Water Foundation partnered with IDC to provide funding to the cooperative for the construction of their admin block. The cooperative has a high-tech greenhouse vegetable enterprise benefiting ten farmers with permanent employment and 15 young people with temporary jobs,' says Molefe. 'Koppies also came to the party by donating vegetables to community members during the pandemic.'

Food Forward is a massive organisation with branches all over the country providing both food and training to young people in aspects of warehouse management. The IDC provided funding for their Youth Internship Programme (YIP), affording 15 unemployed youth an opportunity to get on-the job training at their warehouses.

'Such opportunities have become crucial to young people, especially during this Covid-19 period, with many people losing their jobs,' says Molefe. Food Forward played a significant role during this difficult time, assisting government to get food to far-flung communities across the country.

IDC also provided funding to Kusile Mzantsi Community Development for the manufacturing of cloth masks. Kusile Mzantsi, based in Eastern Cape, was initially funded to procure sewing and embroidery machines to produce school uniform. The organisation is 100% owned by women and has created employment for 15 women and young people.

Lastly, IDC managed to reach about 5000 families across the country working in partnership with 14 organisations, providing food relief, masks and hygiene products. 'Our target was obviously the most vulnerable groups, defined as children, abused women, the elderly, persons living with disabilities and foreign nationals,' says Molefe.

'The IDC is committed to carve out a bright future for our youth and to ensure that post-Covid-19 there will be work and entrepreneurial opportunities for the youth of South Africa.'



PROF. SHABIR MAHDI

SOUTH AFRICA

AT THE FOREFRONT OF COVID-19 VACCINE DEVELOPMENT



"AFTER THE TOTAL LOCKDOWN WAS LIFTED, WE HAD A REBOUND OF CASES, AND THE MAGNITUDE OF THE REBOUND OF CASES DEPENDS ON HOW EFFECTIVE WE ARE AT SUSTAINING THE NON-PHARMACEUTICAL INTERVENTIONS, AS THE COUNTRY WON'T BE ABLE TO MAINTAIN A STRICT LEVEL 5 LOCKDOWN FOR THE NEXT TWO TO THREE YEARS, UNLESS A VACCINE BECOMES AVAILABLE SOONER."

In June 2020, the first Covid-19 vaccine trial in South Africa began.

Lead by Shabir Madhi, Professor of Vaccinology at the University of the Witwatersrand in Johannesburg, and Director of the South African Medical Research Council Vaccines and Infectious Diseases Analytics Research Unit, the Ox1Cov-19 Vaccine VIDA Trial aims to find a vaccine that will prevent infection by the virus that causes Covid-19, according to Prof Madhi.

Prof Madhi says that this is not the first time that South Africa will be part of the clinically development of vaccines. "We have 24 years experience in terms of the clinically development of a number of childhood and maternal vaccines," explains Madhi, whose previous research focus has been on epidemiology, and clinical development of vaccines against pneumonia, diarrheal disease and for maternal immunisation.

At the moment, there is no cure for Covid-19, and many countries are trying to manage the outbreak of Covid-19 by implementing lockdowns and non-pharmaceutical interventions like maintaining social distancing and the wearing of non-surgical facemasks. As a result many countries were able to bring down the number of Covid-19 cases. "However, due to the lifting of total lockdowns in a number of countries, including Spain, Italy, many states in the United States of America, Beijing, and South Korea, and due to the non-adherence to non-pharmaceutical interventions, we have seen an upsurge in the number of Covid-19 cases," says Madhi.

To manage the outbreaks of Covid-19, Madhi explains that it is important to effectively manage the effective reproductive rate, which means that for every one person that person should not on average infect another person. "The effective reproductive rate for this particular virus is at about 2.5, which means that in a population that is completely susceptible, two to three people will be infected with every one case that is infected, and they will go on to infect another two to three people," explains Madhi.

According to Madhi, to sustain low cases, the effective reproductive rate needs to be less than one. "After South Africa went into lockdown in March, the number of Covid-19 cases waned, but the effective reproductive rate did not go under one, and community transmissions were ongoing," says Madhi. "Currently, after the total lockdown was lifted, we have a rebound of cases, and the magnitude of the rebound of cases depends on how effective we are at sustaining the non-pharmaceutical interventions, as the country won't be able to maintain a strict level 5 lockdown for the next two to three years, unless a vaccine becomes available sooner," says Madhi.

According to Madhi, South Africa is likely to experience an increase in the effective reproductive rate, which lends itself to subsequent waves of outbreaks for the next 12 to 24 months.

He compares the Covid-19 virus's course to the course of the 1918 Spanish flu virus. "With the Spanish flu, there were at least three to four waves of the outbreak before it became more of a seasonal virus, where a large percentage of the population had already been infected, making the ability to transmit between people less efficient," says Madhi. "With the Spanish flu the second wave was much more severe than the first wave, because the virus was mutating, which fortunately doesn't seem to be the case with Covid-19."

According to Madhi, a lot is not yet known about the natural exposure to the Covid-19 virus, including the duration of immunity following



115 COVID-19 VACCINE TRIALS

THE VACCINE TRIAL RECRUITED 2000 HEALTHY INDIVIDUALS BETWEEN 18 AND 65 YEARS OF AGE.

natural infection, the robustness of the immune responses which are critical in confirming immunity in the medium and long term, as well as to what extent this naturally induced immunity will actually protect in subsequent infections, especially if that subsequent exposure takes place much later in a person's life.

The Ox1Cov-19 vaccine, which was developed and sponsored by the Jenner Institute at the University of Oxford, aims to create a much more controlled manner of infection than what would occur in natural infection. "At the same time we are trying to ensure that we do a better job than nature in terms of the type of immune responses that are actually elicited by exposure to the antigens of this particular virus," explains Madhi. (An antigen is a toxin or a foreign substance that induces an immune response by producing antibodies in the body.)

How will the vaccine work?

According to Madhi, the Ox1Cov-19 vaccine will make use of new technologies called viral vector vaccines as well as nucleic acid technology. "This technologies have not been previously used for the development of a vaccine. They have been used in terms of experimental vaccines, but none of these have actually been licensed for general use."

"This vaccine makes use of a viral vector, which is known as an adenovirus vector. Adenoviruses are very common in humans and usually cause a very mild illness," explains Madhi. "The adenovirus



which is used in this particular vaccine doesn't cause infection in humans and have been genetically engineered to not be able to replicate in the body, which will occur in the case of a live virus."

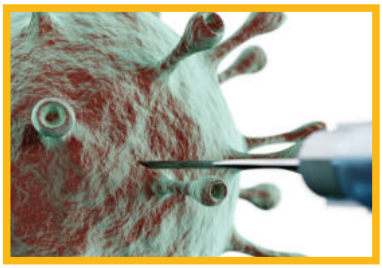
"This particular non-replicating adenovirus has had the genetic sequencing which codes for what is known as spike proteins. A spike protein is found on the surface of the coronavirus, which is believed to be important in terms f the virulence of the organism. That genetic material has been inserted in this adenovirus allowing for the expression of that proteins on the surface of this particular vector."

When that is injected into the individual, the immune system processes it and allows for the spike proteins to be presented to the immune cells in the body and that elicits an immune response, which includes the development of antibodies," explains Madhi.

Currently there are 115 Covid-19 vaccines under development, but Madhi says that we will be extremely fortunate if even five out of 115 vaccines are eventually licensed. "Vaccines first have to prove safety and efficacy before they are actually licensed by the regulating authorities," says Madhi.

The vaccine trial in South Africa recruited 2000 healthy individuals between 18 and 65 years old to undergo the vaccine tests, including 50 individuals with HIV. The participants will be followed up to 12 months, including fortnightly contacts to assess for respiratory illness as well as any adverse events.

According to Madhi, the vaccines, which have been in development since March 2020 might be ready early next year. "If this is achieved, this will be a major milestone," says Madhi "This will require fast tracking steps with different evaluations being done concurrently. The unique circumstances does not permit business as usual."





TRAVEL RECOVERY PLAN
GET SOUTH AFRICANS INTERESTED IN SOUTH AFRICA

CHARLES NDABENI
CHAIRMAN
GLOBAL TOURISM
LEGACY NETWORKS

TOURISM PLAN

Without a doubt, an industry that took one of the hardest knocks during the Covid-19 pandemic is tourism. Like other countries, South Africa had to close its borders to international travellers to curb the spread of the virus, and also barred domestic travel.

Level 3 of lockdown saw the reopening of provincial travel, and level 2, interprovincial travel, but many are claiming that this will not save the industry; international tourism is the real gold mine. And this has been the downfall of South African tourism industry all along, says travel guru and chairman of the Global Tourism Legacy Networks, Charles Ndabeni, 'We rely too much on international tourism.'

According to Ndabeni, not only will it take time to reopen the borders, but we won't see much of the international community in the next two to three years, as people will be hesitant to travel internationally due to ongoing Covid-19 fears.

'To boost tourism in the next two years, the industry needs a complete overhaul,' says Ndabeni. The only way to achieve this, he maintains, is to get South Africans interested in South Africa.

So is there a secret formula to inspire 58 million citizens to travel within their own borders and explore their country? Ndabeni believes so, but it will require a shift in focus.

'Government and the private sector need to come up with a post-Covid-19 recovery plan that is practical and implementable, and will make South African travel more affordable to its citizens. Where South African tourism has made the selling of seats and beds a priority, we now also need to shift our focus to selling sights and experiences,' explains Ndabeni.

According to Ndabeni, we can achieve this by opening new travel avenues and opportunities for citizens to experience their own country like never before, as well as provide a unique experience for international travellers. For example, some of South Africa's rural communities can offer fascinating travel opportunities, including a look into their unique lifestyles, culture and history. To develop rural travel destinations, Ndabeni believes government and the private sector should partner with local municipalities and traditional leaders to turn their own rural communities into tourism destinations.

Ndabeni also believes that the recapitalisation and commercialisation of state-owned tourism assets should be prioritised in partnership with the private sector.

'For example, in the North-West province there are three main tourism attractions owned by the state: Sun city, Pilanesburg



National Park and the Madikwe Game Reserve. These attractions should be marketed as the main attraction points in the North-West province.' Unfortunately, too many destination marketing agencies are marketing too many different things at the moment, which is resulting in nobody really knowing what each province's main attractions are.

To curb this, Ndabeni says the tourism relief fund should be restructured to provide financial incentives to all the tourism and travel sector companies that focus on major tourism avenues and iconic areas.

'An integrated tourism events strategy should be prioritised to drive tourism traffic to the major iconic areas in the country and, in addition to that, we should also focus on establishing new tourism avenues.'

At the moment, the main key is to get South Africans travelling and exploring their own country. We see these places on TV and we read about them in travel magazines; why not break out of our familiar worlds and experience them for ourselves?

Like so many aspects of life after Covid-19, tourism is primed for change.

OLDMUTUAL



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OLD MUTUAL RECALIBRATING PLANS TO ADDRESS COVID-19 NEEDS



Fikile Kuhlase joined the Old Mutual Foundation in December 2019. As the Head of the Foundation, she was tasked with leading Old Mutual's Covid-19 community response relief programme, focusing on education, health and hygiene, food security and employee volunteerism. Neither she nor Old Mutual had reckoned on the sudden about-turn that their plans would have to undergo.

Kuhlase gave us a behind-the-scenes glimpse into how the Old Mutual Foundation responded to sudden emergency, and lessons learnt during this unprecedented time.

How did you change your business or foundation strategy?

We acknowledged the urgent need to repurpose our plans and programmes and align them to the most pressing needs confronting us.

Governance and contracting processes had to be made more agile and responsive, while not compromising on accountability, risk management and good governance.

There were some rapid response and turnaround periods where we had to table plans and budgets and have them approved in record time. The Old Mutual approach was both agile and adaptive as the crisis unfolded, with our focus being pretty comprehensive; health, education, food security, jobs, and micro, small and medium enterprises.



FIKILE KUHLASE

‘Crisis management does not give you the liberty of errors in judgment.’







Old Mutual was amongst a growing number of companies stepping forward with initiatives across the matrix to save lives and livelihoods.

What stood out to me most was the pace at which we set up governance structures, such as the Old Mutual’s Covid-19 Response Team and how we collaborated so well in the midst of a disaster.

What aspects of formulating a Covid-19 strategy were frustrating or difficult to you?

Difficult aspects were often misaligned priorities. For example, do we ensure continued learning through e-learning and online resources, or do we provide food to the nine million learners that depend on the National School Nutrition Programme? The tradeoffs and difficult discussions internally were sometimes frustrating.

On what basis did you pick programmes to fund?

Crisis management does not give you the liberty of errors in judgment. So, together with the team, we recommended those NPOs that we had utilised before and knew were very competent and so would not let us down with non-delivery.

What key business and development traits did this pandemic teach you?

Risk-taking is a necessity in times of crisis. A national disaster must make boards more open to mistakes that teams may make while in crisis mode. Also, it’s important to have a sustainability plan to exit the national disaster/crisis management stage. For example, we have moved from food parcels and vouchers to community food gardens and nutrition programmes.

People talk a lot about the ‘new normal’. Was the old normal ‘normal’, in your view?

I agree with Sonya Renee Taylor who says: ‘We will never go back to normal. Normal never was … We should not long to return … We are being given the opportunity to stitch a new garment. One that fits all humanity and nature.’

So the old normal was not normal. We just got used to the abnormal!

We have been given a big ‘pause’ to rethink our humanity. We now have an opportunity to do better.

In CSI, what is the old normal and what should the new normal be, in your view?

- The old is the lack of collaboration; the new is partnerships and collaborations for greater impact.

WE WILL NEVER GO BACK

… to normal. Normal never was, We should not long to return, We are being given the opportunity to stitch a new garment. One that fits all humanity and nature.'

- The old is listening to the same voices in the CSI industry; the new is amplifying voices of the voiceless and introducing new, young and different voices.
- The old is CSI not understanding that government has the mandate and they are voluntary players in the space; the new is to respect and meaningfully partner with government.
- The old CSI practitioner deals exclusively with some NPOs; the new CSI practitioner is inclusive, with empathy and a passion to enable new players in CSI.
- The old is everyone being a CSI practitioner; the new is the professionalised and strategic CSI practitioner.

What books are you currently reading?

- 2 Word Story – Because Everyone Has a Story
- Reimagining Myself by Ntsikelelo Mzibomvu
- Leading from Purpose by Nick Craig
- The Path Made Clear – Discovering Your Life's Direction and Purpose by Oprah Winfrey











RICHARD MABASO

SOAP AND HOPE

It is now well known that regular hand washing is a significant way to prevent the spread of infectious disease. At the start of the Covid-19 outbreak, Imbumba Foundation, a non-profit organisation founded in 2010 by social entrepreneur, Richard Mabaso, realised the immediate need for hygiene education and support in underprivileged communities in South Africa. Without help, poor communities with limited access to clean water would almost certainly contribute to widespread infection.

Imbumba created the #Soap4Hope campaign, calling people, businesses and organisations to action with a simple goal: to provide anti-bacterial soap to communities so that they could achieve the number one priority in fighting Covid-19 – to regularly wash hands for 20 seconds.

'We responded to the threat of a pandemic at a very early point. In fact, the campaign was officially launched on 19 March, almost a week before lockdown was implemented. Our team worked through the night in the first few days, raising almost R5-million in 24 hours. We were ready to respond with support to our beneficiary communities almost immediately,' explains Mabaso.

HOW IMBUMBA USED PARTNERSHIPS



'It is important to remain adaptable and to train teams to be flexible. The lesson can be applied across the board – all industries tend to get used to operating in their own little boxes. You have to be able to respond in a time of crisis, not only with changing your short-term vision and objectives, but by being able to mobilise your team and resources to achieve an impact within a very short period of time.'

The campaign went further than simply distributing soap. One of its objectives was to advocate for access to water for under-resourced communities and to partner with water and sanitation bodies to support and enable hygiene practices. Food, too, soon became a pressing need.

'Upon delivery of soap and hand sanitiser, we were almost immediately exposed to the horrendous living conditions and extreme hunger exacerbated by Covid-19,' says Mabaso.

This lead them to join the #Each1Feed1 campaign, in partnership with the Nelson Mandela and Kolisi Foundation, as well as corporate partners such as the Old Mutual Foundation and others. 'In addition to providing hygiene products, we added a food security element by providing a basic food parcel to beneficiaries,' explains Mabaso.

From May to July, the programme reached about 7,785 families, potentially impacting between 40,000 and 50,000 individuals with hand soap, sanitisers and food parcels. Goals and strategy had changed to meet needs as they became clear.

Lives are touched

In May and June, Imbumba Foundation delivered to many communities and families in four provinces; in uPhongolo, Esikhawini, Mzingazi, Mbonambi, KwaDlangezwa and Port Dunford, among others in Kwazulu-Natal; in Soweto, Alexandria, Diepsloot, Orange Farm and others in Gauteng; in Luphisi Village, Daantjie, Mpakeni and others in Mpumalanga, and several communities in the Eastern Cape, where they were touched by the dire circumstances of many. Two elderly pensioners supporting many grandchildren were especially grateful for the help, saying that Imbumba was the first organisation to reach out to them with what they needed most – food.

Nkululeko Makhathini from Lamontville, who lives with his sister and niece, sent a request for assistance on Facebook. Imbumba responded, delivering his food, soap and sanitiser hamper as quickly as possible.

The needs of these families are ongoing, however – a food parcel does not last long. The Imbumba Foundation has resolved to continue with the #Soap4HOPE and #Each1Feed1 campaigns for at least another six months. As our economy attempts to recover from the ravages of needed lockdowns, there is a great need for the energy and goodwill to be sustained. Here begins the second phase of our survival and recovery as a nation!



NAZEEMA MOHAMMED

WORKING TOGETHER IS THE ONLY WAY

A stable civil society is essential if we really want to deal with the twin scourges of poverty and inequality head on, both of which have been severely exacerbated by Covid-19.

The mission of Inyathelo (The South African Institute for Advancement) is to help build a strong, stable civil society in South Africa by contributing to the development of sustainable organisations and institutions.

This it does through the development of effective grant-seeking and grant-making practices, and through capacity development in the higher education and non-profit sectors in South Africa and on the African continent. It also works to increase corporate and individual giving through promoting dialogue, sharing information, and providing support services to facilitate sustainable philanthropic ventures that have lasting impact.

We spoke to Inyathelo's executive director, Nazeema Mohammed, about the challenges NPOs currently face and how they can future-proof themselves.

How has Inyathelo supported non-profit organisations during lockdown?

You need resilience and systems in place that boost long-term sustainability to survive as an NPO.

We launched a resource portal with practical, accurate and relevant information that supports NPOs during this stressful time. Organisations can access a wide



range of topics on this portal, including information about new funding opportunities in the face of Covid-19. Access the portal on http://askinyathelo.org.za/resources-and-tools/covid-19-resources/.

For many, data has become an issue. Technology platforms like WhatsApp, Zoom and Skype have assisted NPOs to do their work during lockdown, but many NPOs cannot afford the data to use these platforms.

We held a free webinar on cost-effective access to online webinars. During August we launched the #keepconnecting campaign to raise money for data, so that more NPOs can take part in webinars and access online resources, which will help with their future sustainability. We also issue data vouchers to eligible NPOs that have insufficient funding. enabling them to work remotely and to stay in touch with the communities they serve.

What is your advice for NPOs to sustain themselves over the long term?

We believe organisations need to adopt a multi-layered approach known as Advancement. Better known in America, Advancement focuses on ten related elements such as governance, leadership, relationship-building and financial management. It encourages organisations to work in an integrated way to attract resources for long-term sustainability.

We continue to promote the ten elements of Advancement. For example, governance: This is a great time to review the technical aspects of governance – i.e. registration and legislation – to ensure your NPO is compliant, and to ensure you have an effective board.

NGOs should take advantage of what is out there. We offer online publications, training videos, toolkits and research reports, many free of charge.

As NPOs, we need to find common ground and speak with one voice on the needs of the sector. For example, would government have been more responsive to the sector if we were more organised, or would our staff members have been better protected if we had collectively negotiated risk insurance? We think so.

As a foundation, what have you learnt during lockdown?

Grassroots: Government has announced various safety nets but the reality is that many people are slipping through them. Community NPOs know where the greatest needs are and what obstacles could arise because of historic community experiences. Also, they know about the lived experiences of their neighbours, which could include domestic violence.

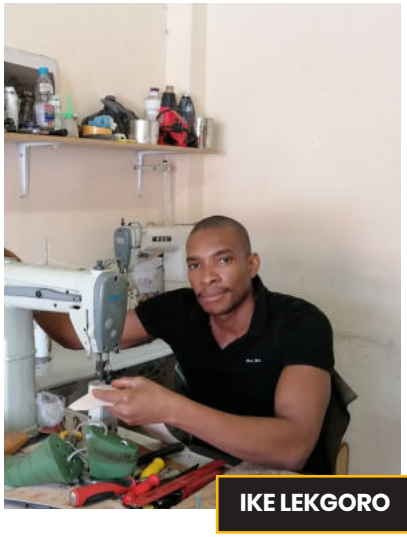
If the state better understood the important role that NPOs can play, they would value their input more and ensure more effective support to them.

Community action networks: We are inspired by neighbourhood operations, often run by volunteers, which are making a difference in their communities. Street champions and volunteers are offering services such as soup kitchens and the making of masks. Realising how important it is to work together, we have reignited interest and collaboration with players in the sector.

Civil society: The huge challenges of poverty and inequality need to be addressed, which requires a robust civil society. We have to start working together, and to build stronger bridges with government. The non-profit sector was excluded from initial decisions and actions taken to deal with the pandemic, despite the vital role we play. We are challenged to reassess how we will partner with other key stakeholders to bring about real change and a more just social order.



SURVIVING
– BUT ONLY JUST



IKE LEKGORO

Covid-19 has had a devastating effect on small businesses countrywide, leading to many abrupt closures.

A survey by SME Africa and SASFIN, conducted across one thousand small businesses, predicts that 60% or more of small businesses in South Africa will have closed before the crisis is over.

Ike Lekgoro, a self-taught shoe and handbag maker, had a thriving small business before lockdown. His company, Tlotlego Manufacturing, launched in 2016, was for many the go-to online store for unique, superior and high-quality handmade fashion items for parties, weddings and other glamorous events.

Although they mainly focus on snazzing up clients for important events, they position themselves as a versatile manufacturer capable of producing a wide range of shoes and bags, including school attire.

However, due to the lockdown, the business, which previously had three fulltime and one part-time





employee, came to a standstill. Even when regulations were relaxed, business was slow. 'Unfortunately no parties or weddings also meant no business for us,' explains Lekgoro.

Now, with only Lekgoro and a part-time employee left, they're struggling to make ends meet. 'It's been a really difficult time for us. We have to pay the rent and provide for our families. As the firstborn, my family looks to me for provision.'

Lekgoro is thankful for funding he received from Old Mutual in May to help keep his business afloat. He remains hopeful that one day he will make his dream of helping to eradicate poverty in his community in Burgersfort, Limpopo, a reality.

'Our goal is to play a major role in empowering individuals with handcraft skills, especially people living with disabilities, youth and women,' says Lekgoro.

'Our dream is to shelter them under one roof where they will be able to manufacture their own products. Our duty and responsibility will be to find a suitable market for their products.'

However, for now, their main goal is to survive the crisis, for themselves and their extended families.



SHAWN THEUNISSEN
HEAD OF CSI
GROWTHPOINT
PROPERTIES

BALANCING IMMEDIATE WITH FUTURE NEEDS

'When South Africa locked down, we were able to act rapidly together with trusted partners and well-established, high-impact networks in communities across South Africa,' says Shawn Theunissen, Head of Corporate Social Responsibility at Growthpoint Properties.

Although Covid-19 certainly brought on challenges, Theunissen says it would be incorrect to maintain that most of the challenges were new. Covid-19 simply brought old realities to light in a stark and irrefutable way.

Having developed, integrated, measured and refined its social responsibility framework to deal with many of the challenges highlighted by the pandemic, Growthpoint's long-standing track record of social partnership stood it in excellent stead when responding to the coronavirus crisis.

It continued its support of initiatives that prioritise education in previously disadvantaged communities countrywide, as well as growing small businesses. Growthpoint also improvised additional support to long-standing partners primed to respond to one of the most desperate needs – hunger.

"WE ANNOUNCED SEVERAL CSI INITIATIVES TO SUPPORT AND FUND EFFORTS TO HELP PREVENT THE SPREAD OF THE VIRUS, WHILE OUR DISASTER RELIEF EFFORTS FOCUSED ON SUPPORTING NGOS AND GOVERNMENT INITIATIVES TO MEET THE BASIC NEEDS OF DISADVANTAGED COMMUNITIES"

SHAWN THEUNISSEN, HEAD OF CSI, GROWTHPOINT PROPERTIES.

'Our CSR partners make a real difference with life-changing programmes. Unfortunately, the Covid-19 lockdown suddenly made their normal work impossible in many cases. With unwavering, agile support, we were able to help them achieve their ongoing objectives in new ways.'

Technology is the fuel that will spark a bright future of our younger generation, and tech inequality became a concern.

'Among our education projects, the most affected were those in the villages and townships where technology is still a challenge. Some initiatives battled due to a lack of data or network connectivity because of their remoteness. An immense shift was achieved by providing them with more and better connectivity.

Their ground-breaking Growthpoint GEMS programme provides financial support to the children of its lower-income staff to enable them to pursue a quality education. These young 'GEMS' received laptops and access to online tutors to assist with their learning during lockdown.

With social partnerships already entrenched in its culture, Growthpoint's business response had far-reaching social and economic impacts. It offered financial stimuli to small, micro, and medium enterprises (SMMEs) across the country, designed to protect the jobs of the people who work in them.

'We started by providing retail rental relief of some R390 million to SMMEs to sustain their businesses and ours for the long term.'

GROWTHPOINT'S BUSINESS RESPONSE



Strengthening access to technology, and through this quality education on all levels, not only enabled them to continue with their work during the lockdown but will go a long way in levelling the playing field in future,' observes Theunissen.

The Growsmart literacy competition, a leading educational initiative launched in the Western Cape over a decade ago, was moved onto radio for the first time to reach learners in their homes and ensure the continuity of the programme.

Innovative ways to continue contributing to society through initiatives in communities were also applied internally for Growthpoint staff.

Supporting SMMEs is not new to Growthpoint. Its constant action over 12 years of developing small businesses through its Property Point enterprise development programme has changed the small business landscape in the property sector, mobilised transformation, and helped build a productive entrepreneurial ecosystem in the property sector by accelerating small business growth.

'Property Point entrepreneurs benefited from the guidance provided in numerous online sessions during lockdown to help them reposition themselves to take up market opportunities post-Covid-19.'

A SMILE IS STILL A SMILE, EVEN BEHIND A MASK.



www.solidarityfund.co.za

SUPPORTING SMMES IS GROWTH POINTS CONSTANT ACTION OVER THE PAST 12 YEARS



Naturally, Growthpoint integrates small businesses into its supply chain. It continued paying suppliers retained for services, regardless of their ability to perform their work; for example, cleaning and security services.

'Jobs were affected in all sectors. Our concern needed to be about everyone on the value chain.'

Growthpoint also contributed to the national and industry response to Covid-19. The property industry was united in communicating with government on how best to support the sector, especially retail and shopping centres, during this time.

'A coordinated response, with Growthpoint playing an active leadership role, gave the property sector one voice, where all were represented,' explains Theunissen.

To make an impact on the broader community, executives donated a percentage of their salaries to the Solidarity Fund, while board members donated their board fees.

'Our swift reaction to immediate needs was coupled with a focus on the sustainability of the organisations and initiatives that we support, and the readiness to adapt for the future.'





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TAKALANI NETSHITENZHE
CHIEF OFFICER
VODACOM
CORPORATE AFFAIRS

VODACOM GOES GREEN

As many nations carried out stay-at-home orders to curb the spread of Covid-19, the supposed environmental benefits of less travel and fewer greenhouse gas emissions became somewhat of a consolation to some. 'Well,' the common line of thinking went, 'at least the environment is benefitting.'

And indeed it did, at first. According to an article in the journal, Nature Climate Change, worldwide greenhouse gas emissions fell roughly 10% to 30% in April 2020. Unfortunately, they rose again after that.

Scientists, who used the movement of people through anonymised cell phone mobility data to determine the drop in climate-warming gasses, say that those massive drops will have no long-term benefits, unless countries implement climate-friendly economic recovery plans.

Takalani Netshitenzhe, Chief Officer of Vodacom Corporate Affairs, agrees that lockdown had a temporary positive effect on the environment but adds that 'while office energy consumption decreased, Vodacom noticed a 40% upsurge in data traffic and thus also an increase in network-related energy consumption.'

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Vodacom Foundation

DURING LOCKDOWN PEOPLE BECAME MORE DEPENDENT ON DIGITAL TECHNOLOGY



During lockdown, people became more dependent on digital technologies, software, platforms, and media and social networks for interaction and connectedness. 'With restricted movement, online meeting platforms became our boardrooms,' explains Netshitenzhe.

'For example, before lockdown our education platform, Vodacom e-school, had 900 000 registered learners. Today, we have about 1.2 million. The zero-rated platform presents the government school curriculum from Grade R to Grade 12. Pre-recorded lessons, homework assignments and many other resources can be accessed through this platform, which makes it easy for parents to monitor their children's educational progress at home.'

Online learning, it seems, may be here to stay, for many. And certainly, where learners are still travelling to get to re-opened schools, the online platform gives them invaluable backup, supplementing what they may not be receiving in full during class time.

Vodacom is going full-steam ahead with its online programmes, expanding them to include live teaching.

'We are now ready to offer a virtual classroom platform in partnership with Microsoft. This will mean that teachers and learners will be able to come together for lessons in the comfort of their own homes.

They're also extending online benefits to other services.

"WE ALSO SAW A STEEP INCREASE IN REQUESTS FOR FIBRE SERVICES IN THE FIRST TWO MONTHS OR SO OF LOCKDOWN, IN ORDER TO HELP PEOPLE WORK FROM HOME."

TAKALANI NETSHITENZHE, CHIEF OFFICER OF VODACOM CORPORATE AFFAIRS.



'In partnership with Discovery Health, Vodacom even made it possible for citizens to virtually see a doctor during the Covid-19 pandemic. Through this platform, up to 100 000 consultations can done online for free.

'We also saw a steep increase in requests for fibre services in the first two months or so of lockdown, in order to help people work from home.'

Netshitenzhe believes that in a post-Covid world, more and more people will spend much of their working life at home and online.

'However, more time online, if not managed in a sustainable manner, may indeed spell bad news for the environment,' says Netshitenzhe.

Vodacom has always viewed sustainability thinking and practice as an integral part of their business journey. In 2019, Vodacom reduced its greenhouse gas (GHG) emissions by 135 510tCO2e (metric tonnes of carbon dioxide) by investing in energy reduction and mitigation practices.

Since 2018, they have managed to bring down their office paper consumption by 11%, and to reduce employees' business travel in rental cars by 24% and business flights by 34%.

Finding smarter ways to work, using technological interfaces to meet and share documents, is clearly the way to go.
'We believe that investing in renewable energy sources to produce energy in a sustainable manner will contribute to a more sustainable future. We're even investing in the internet of things for energy efficiency and wind turbine technology to power our network,' says Netshitenzhe.

VODACOM IS GOING GREEN TO DECREASE ENERGY DEMAND AS DIGITISED SOCIETY GROWS



To overcome this downside while supporting South Africa's growing digitised society, Vodacom is committed to connecting their customers in a sustainable manner – one that benefits both the customer and the environment. 'We are investing in renewable energy sources to decrease the company's carbon footprint, while also improving the resilience of our network,' says Netshitenzhe.



THE NELSON MANDELA FOUNDATION

PANDEMIC BRINGS OUT THE BEST AND THE WORST IN HUMANITY



SELLO HATANG

> *The community, poor as they were, jumped in to help, and among themselves, managed to raise enough funds to build a two-bedroom brick house.*

When lockdown began on 26 March 2020, many families were left without an income, especially those who were precariously employed or earned a living under the 'no work no pay' structure. The number of South Africans facing food insecurity leaped, with many still facing the same challenges, despite an easing of restrictions.

Inspired by the mantra of the Congress of South African Students, Each One Teach One, the Nelson Mandela Foundation called on South Africans to play their part in the Covid-19 #Each1Feed1 campaign. They partnered with various organisations, including the Imbumba Foundation and the Kolisi Foundation, to fast-track food distribution networks in disadvantaged communities.

'As South Africans, it is our duty to ensure that our neighbours do not go hungry, and that we show solidarity with their cause,' says the CEO of the Nelson Mandela Foundation, Sello Hatang. 'The #Each1Feed1 campaign basically means that if each one of us takes responsibility to feed one family, not a single person in South Africa will go hungry.'

The Nelson Mandela Foundation kicked off the campaign with its own donation R500 000, and also received private donations amounting to R140 994 and R3 210 954. They distributed over 8 603 food parcels, each able to support a family of four for a month.

Hatang, who drove more than 18 000 km countrywide to personally deliver parcels, says he was inspired by the generosity and the perseverance that he found among the poorest of poor. 'What really touched me were the people who didn't wait for help to arrive, the ones who kept trying to help themselves and their communities, despite their dire circumstances.

One such example was the community who helped an undocumented elderly woman whose shack was destroyed by a storm. 'The community, poor as the jumped in to help, and among them managed to raise enough funds to two-bedroom brick house,' explains H

Another example was a commu the North-West province. 'We didn enough supplies with us, and two f received nothing. However, soon th plenty as the ones who have receive cels shared their supplies with ther Hatang.

Unfortunately, not everyone em generosity and solidarity during th 'We also came across communities people were hoarding goods tha meant to benefit the whole com These were people who were driven of what might happen in the futu thinking only of their own needs.'



COLLABORATING WITH SOCIETY

As always, crisis brought out the best and the worst in humanity. Hatang believes we have much to learn from the pandemic and the many flaws and fissures it revealed. He itemised these as follows:

- **Corruption:** We read about officials stealing food parcels from disadvantaged communities. 'This infuriated me,' says Hatang. 'There is no justification for stealing from the poor.'

- **Inconsistent regulations:** 'In an effort to control the disease, the state ended up wanting to control the people. For example, regulations that banned people from buying a T-shirt unless they wore it under a jacket. Once legitimacy is lost, it is difficult to regain. When we look back, we will ask ourselves how did we lose legitimacy and ended up abusing our power?'

- **Brutal security force:** 'Security forces who were mandated to defend the Constitution ended up abusing their power. Pictures of soldiers helping a granny to cross a road inspired me, but then there were also pictures of law enforcement evicting a naked man from his house in the middle of winter. Have we not learnt from our past? We should always remind ourselves how important human dignity is.'

- **Gender-based violence:** 'There were many stories of gender-based violence during lockdown. We as citizens must show solidarity with the vulnerable. There is a saying that says, if your house is burning, it should be as if my house is burning.'

- **Collaboration with civil society:** 'It would be good to see government collaborating with civil society in similar ways to which it has been working with business. Although civil society might not have the financial resources, they have the expertise of working with communities.'

Hatang says the Nelson Mandela Foundation will continue their efforts to support families in need, spurred by the simple words of Nelson Mandela: 'What counts in this life is not the mere fact that we have lived. It is what difference we have made to the lives of others.'



UTMOST VIGILANCE AND THEN COVID-19

As a healthcare worker, Zaakirah Watson, 26, from Manenberg, was greatly at risk of contracting Covid-19. 'I am a phlebotomist, which means that I swab patients for the Covid-19 tests and I also collect and draw blood for testing for medical diagnosis in hospital.'

'I took every precaution I could to protect myself from the virus so that I could protect my family,' says Zaakirah. 'At work, I was very precise about the donning and doffing (dressing and undressing) of our personal protective equipment. I sanitised everything I used before and after each patient, I washed my hands regularly and I kept my distance from everyone at work.' When Zaakirah left work, she would sit on a plastic sheet while driving home, undress in the garage before entering the house, and then take a shower straight away. 'I washed my uniform and even my shoes every day, and sanitised everything I took to work. My family called me the corona police, as I vigilantly sanitised anything, including groceries, that was brought into the house.'

Zaakirah, who describes herself as a nervous and anxious person, was especially anxious about the health of her mother and her sister with whom she lives. 'My mother has medical issues and her healing process has been long and slow, while my sister is seven months pregnant.'

On 4 June, Zaakirah's worst fears became a reality. 'I didn't have any symptoms all day until after lunch. I suddenly started feeling very tired and weak. I checked my blood pressure and it was lower than usual, but I thought that it might be due to being overworked and tired.' By the end of the day she also experienced body aches, back pain, a scratchy throat and a headache. She felt flustered and hot, although her temperature was normal.

She took flu remedies and went to bed early, but woke up feeling worse. 'We were short staffed and I wanted to go to work, but my mother advised against it. That's when I realised I could possibly be positive for Covid-19.'

Zaakirah got herself tested and two days later was told that she had Covid-19. Her mother and sister immediately went for testing and discovered that they, too, were positive. 'Isolating together as a family made it so much easier, because we had each other for support.'

'My symptoms were worse than theirs. I suffered mostly at night from a tight chest. Most nights, I slept in my camping chair, as I was too afraid to lie down and I

ISOLATION PERIOD

'I was too afraid to lie down'



had difficulty breathing. I also felt a constant pressure in my chest, which was made worse by my anxiety problems. I got tired easily, and walking to the bathroom or even making up my bed would leave me breathless.' She also lost her sense of taste and smell and had a dry cough, which became worse after her isolation period. 'I then had post-Covid lower respiratory tract infection, and it took me a total of three weeks to fully recover.'

Her sister had the mildest symptoms and experienced only a loss of taste and smell, and some back pain. Her mother suffered from a phlegmy cough, headaches, body aches and fatigue.

A month later, Zaakirah says they could still feel the effects of the virus. They still became tired easily and were doing breathing exercises to strengthen their lungs. 'I believe that taking vitamins and immune boosters before contracting the disease helped us to recover as well as we did.'

'I know there's this stigma regarding this virus but it's not something to be ashamed of,' says Zaakirah. 'It can happen to anyone, even if you take every precaution necessary, but it doesn't mean we should stop taking precautions. Luckily, my family and I didn't experience this stigma. Our family and friends were very supportive, especially during our isolation period when they would drive by and drop off goods and medication at our front gate. Even now, after recovery and returning to work, everyone's still being supportive.'

'I just want people to know that this virus is real and is spreading so fast. Not everyone is going to be so lucky as to recover from it. Many lives are being lost on a daily basis to this virus and many are still going to be lost.

'This virus should not be taken lightly and we should be supporting each other during this tough time. We should ask ourselves what are we doing to make difference during this pandemic. Honestly, wearing a mask, basic hand hygiene and social distancing can save more lives than you think.'



Editorial

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KOLISI FOUNDATION

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

– Rachel Kolisi









Photographs by Black Bean Productions

The Kolisi Foundation encompasses Siya and Rachel Kolisi's heart in one project. The Kolisi duo has a vision to change the narrative of inequality for people in vulnerable and disadvantaged communities in South Africa by providing assistance and opportunities through partnerships.

HELP US HELP OTHERS

visit **www.kolisifoundation.org** for more information on how to get involved.



SIYA & RACHEL KOLISI

Alexander Oelofse, Black Bean Productions

KOLISI FOUNDATION IS THE FUTURE NOT NOW?

When Covid-19 hit our shores, Siya and Rachel Kolisi fast tracked the launch of the Kolisi Foundation to use it as a platform to help the country during the pandemic.

Siya, who currently captains the South African rugby team, knows what it's like to go to bed hungry. Growing up in Zwide, a township in the Eastern Cape, this was a regular occurrence.

'Going to bed without food in my stomach, that is one thing I don't wish upon anybody. There is nothing worse than listening to your stomach grumble in the middle of the night,' says Siya.

Now Siya and Rachel, who grew up in Grahamstown and studied event management, are dedicated to making sure others don't have to go through the same experiences.

1. What is the vision of the Kolisi Foundation?

The Kolisi Foundation is Siya and Rachel Kolisi's heart project. Their vision is to fight inequality, especially in vulnerable and disadvantaged communities by providing assistance and opportunities through partnerships and collaborations. Siya and Rachel both have a passion for the youth and are actively working to build a better future for younger generations.


Gary van Wyk, Black Bean Productions

2. What difference did the Kolisi Foundation make during Covid-19?

With the help of strategic partnerships, the Kolisi Foundation was able to provide various soup kitchens, feeding schemes and struggling communities with food parcels and other resources. With the food support provided by the Kolisi Foundation, these soup kitchens were able to provide a thousand children and elders with daily meals.

'We believe in sustainability. Our projects are not once off but strive to support the communities for a minimum of three months. We partnered with Nelson Mandela Foundation and the Imbumba Foundation on the #Each1Feed1 campaign,' explains Rachel.

'The effect of the lockdown is much greater than we could have imagined. But helping communities and individuals 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. This is what is driving us right now,' says Siya.

'Remember the one, one by one. Just to focus on the one heart, the one person and the one life that you are changing. Remembering that is what counts. That is more important than anything else,' says Rachel.

3. What are the future plans of the foundation?

After Siya's mother passed away when he was 15, he went to live with his grandparents. It was around the same time that a donor paid for him to attend the prestigious Grey High School in Port Elizabeth. Siya says this was a major breakthrough for him. 'From that day on my life changed completely. My dream is to provide more opportunities for our youth to realise that whether they live in the suburbs or a township, they can be anyone they want to be,' he says.

This passion for underprivileged youth is a major part of the Kolisi Foundation's overall mission. They ask themselves: If the youth are the future of our nation, but the majority of the South African population is below the age of 35, is the future not now? Because the youth has so much power and so much to say, the foundation wants to change the narratives for the underprivileged youth and strengthen the next generation.

'The Kolisi Foundation was the start of our commitment towards this vision, or else it will just be a good intention. We want to see the youth of our nation get equal opportunities to mould them into strong leaders, visionaries and dreamers,' adds Siya.

The Kolisis believe it is important to consider what the future will look like with the youth we are raising up today, the challenges that they are facing, and how we can equip the youth to rise above these challenges.

Building a better future together

The Kolisi Foundation currently has a number of projects underway and some exciting upcoming initiatives. These projects are diverse but all share the same goal: helping those in need, alleviating poverty and addressing real issues. The Kolisi Foundation's mission are shaped around the following focus areas: Food Security, Leadership & Mentorship, Skills Development & Job Shadowing, Education & Youth Development, Sport Development and Gender Based Violence.

'I pride myself on being South African and sharing that fighting spirit and resilience for whatever challenges are pushed our way,' says Siya. 'Together our dream for South Africa is to be a nation where everyone get equal opportunities – where the children living in the township or in the hood have the same opportunity as the kids in the suburbs. We are committed to changing the narrative.'

SWIM, SINK OR THRIVE

Reana Rossouw believes that the Covid-19 pandemic has laid bare critical weaknesses in the humanitarian ecosystem in South Africa. As a sector, we were completely ill-prepared.

'Although the humanitarian ecosystem has done its best to respond adequately to the health, humanitarian and economic challenges unleashed by the pandemic, it is clear that no stakeholder group was adequately prepared to deal with so many challenges at once,' says Rossouw, owner of Next Generation Consultants, a management consulting firm.

Stakeholder groups include government that facilitates infrastructure and coordinates efforts, the private sector that funds activities, and contributes and distributes resources, and civil society that ensures that no one is left behind.

Now, not only has the pandemic forced the humanitarian system to tackle some glaring distortions in the way the sector operates, it has also been the cause of much reflection and, hopefully, reform.

'I am talking about adopting new behaviours that we should have practised in the first place,' says Rossouw. 'If we do not talk about and evaluate the new versus the old, we will not be able to value the difference we make, and we will return to the way things were. That would be a loss.'

Given that the pandemic will probably last for an extended period and with the risk of concurrent outbreaks of other infectious diseases, it is timely and imperative to think and discuss what it will take to rebuild the sector over the next few years.

'Now is our moment to change and think of ways we could do better in our complex environment,' explains Rossouw.

Rossouw believes we need to take a serious look at how we do humanitarian and development work and to consider some quite fundamental changes:

1. **We need a landscape change:** Some organisations will emerge stronger because they were able to reinvent themselves, organise themselves better, and command financial resources and community support for their interventions. Unfortunately, organisations that were not able to respond quickly enough are already closing down. This is not a bad thing; it simply shows that the sector is posed for disruption which, together with innovation, can bring about a new resilience.

2. **We need organisational change:** Far too many organisations are doing the same things, which leads to wasted resources and minimal im-



REANA ROSSOUW

'SOME ORGANISATIONS WILL EMERGE STRONGER BECAUSE THEY WERE ABLE TO REINVENT THEMSELVES, ORGANISE THEMSELVES BETTER, AND COMMAND FINANCIAL RESOURCES AND COMMUNITY SUPPORT FOR THEIR INTERVENTIONS.

SOCIAL RESPONSIBILITY **SECTOR NEEDS CHANGE**



> *The use of technology means we can deliver products and services much more cost effectively, efficiently and with far less logistical infrastructure and human resources.*

pact. To change organisations, leadership has to change. Those best positioned to lead us through the transition are young people – the next generation of stakeholders. We need the strength, diversity, energy, innovation and inspiration of the youth to recreate organisations that will be fit for future purpose.

3. **We need programme changes**: We need to acknowledge that the current generation of humanitarian workers has not had much success at eradicating poverty, sheltering the homeless, feeding the hungry, educating the nation, building resilient communities or ensuring the sustainability of interventions. Development workers have to redesign their basic programme delivery and outcomes. The next generation will use a mix of technologies, new operational models and new holistic, integrated programmes that will deliver greater impact at scale. The young know and understand the potential of technology and can leverage it to build new networks of collaborative organisations.

4. **We need collaboration, networks and new actors:** The pandemic has shown that organisations need to work far more collaboratively to solve big, complex and interconnected challenges. If we can combine strengths of different organisations to create hybrid organisations that are more responsive to the ever-changing conditions on the ground, we will become much more responsive to future disasters. To work in this fluid, dynamic way requires an ability to build trust and relationships all the time.

5. **We need trust and accountability:** At its core, development work is about relationships, which means people need to trust one another. And trust is built on transparency and accountability. We can no longer afford to dismiss our inability to effect meaningful, large-scale change.



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TECHNOLOGY CALLS FOR NEW SKILLS

6. **Performance management:** The future survival of the sector and of organisations will depend on people's ability to show the impact of their work. Development workers will have to work hard for investments – firstly to justify investments already made, and secondly to ensure that real impact is derived from the resources invested. To measure impact and the value derived from work, staff of NGOs and parastatals will have to become more comfortable with the use of technology.

7. **Technology:** Already we have seen that the use of technology means we can deliver products and services much more cost effectively, efficiently and with far less logistical infrastructure and human resources. The ease of various applications highlights the fact that we no longer need traditional intermediary-type organisations; technology allows communities to self-organise and mobilise, raising their own funds and serving their own needs better. The optimum use of technology calls for new skills amongst NGO workers and communities.

8. **Skills:** The ability to continuously adapt and reinvent on the fly means we no longer need traditional, linear or bureaucratic organisations. The competency to constantly innovate has become critical, as innovation builds resilience and makes us future fit. Skills appropriate to the 4th industrial revolution may save the humanitarian sector from extinction.

If these cornerstones are in place, organisations can redesign and rebuild themselves, driving down costs, improving resilience, and becoming better, faster and stronger in the process.

In a separate block

Next Generation publishes an annual research study that focuses on social investment and development industry trends.
The study compares development practices globally and continentally. It uses extensive research, literature reviews and personal interviews to provide insights on prevailing trends and forecast what the trends for the coming year may be.



SASOL

MAKING DO WITH WHAT YOU HAVE

One of the core purposes of the Sasol Foundation Trust is to help ensure quality education for all, especially in disadvantaged communities.



GAO MOTHOAGAE

At the end of February, the petrochemicals group, Sasol, reported financial difficulties after a 74% drop in their interim profits. Added to their financial burdens were costly problems with their Lake Charles chemical project in the United States, and with rising Brent crude oil prices.

Then came Covid-19.

Like many other companies, Sasol was cash strapped. But although they had a limited budget to reach out to their communities to make a difference, they realised the importance of joining the fight.

'The communities that needed the most support during lockdown were also the communities where many of our employees came from,' says Sasol's Vice President for Social Investment, Gao Mothoagae. 'Not supporting them would mean not supporting our employees.' So Sasol came up with a plan: They would leverage what they already had to make a significant contribution to the greater good.

Developing their own hand sanitisers

'Our group technology team was able to produce a unique blend of hand sanitiser at no extra cost to the company,' says Mothoagae. 'We used the resources we already had – the ingredients, and the knowledge and skill to develop the formula.

'We developed the sanitiser on a large scale and were able to distribute it for free among our own employees, our communities, police stations, and at police checkpoints on the N17 highway.'

Mothoagae says they also partnered with and upskilled the small and medium enterprises with which they already had relationships, commissioning them to produce the hand sanitiser at a mass scale. 'We gave them the formula, tools and the skills to produce the sanitisers. In partnership with the Department of Health, Imperial Logistics and AngloGold, the hand sanitisers were distributed to major hospitals as well as outlying areas like the rural Eastern Cape.'

Making educational resources acc

One of the core purposes of the Sasc
dation Trust is to help ensure qualit
cation for all, especially in disadva
communities.

'When schools closed due to Covid
once again leveraged what we
had: text books that we developed
ago,' says Mothoagae.

With the text books ready to go, all th
to do was load them online. 'In partn
with the Department of Education, le
could continue their studies by acc
these resources online for free,' e
Mothoagae.

Repurposing science vehicles

Science is a key part of the Sasol F
tion Trust's educational programm
some years ago invested in a fleet
bile science labs that regularly visit
vantaged learners to enable them
science experiments.



REPATRIATION FLIGHTS TO BRING CITIZENS HOME

During lockdown, these vehicles served no purpose. 'We approached our partners, including the Department of Health, and made these vehicles available for mass testing and screening of Covid-19. Once again, we used what we already had – this time to help expand government's reach in detecting Covid-19.'

Donating jet fuel

As airports closed down worldwide, many South Africans were stuck overseas and couldn't get home. The government had to organise repatriation flights to bring citizens home. This was done at great cost to the country, but fortunately Sasol could help.

'We donated costly jet fuel for repatriation flights. In addition, we also donated fuel to enable the government to import crucial medical supplies.'

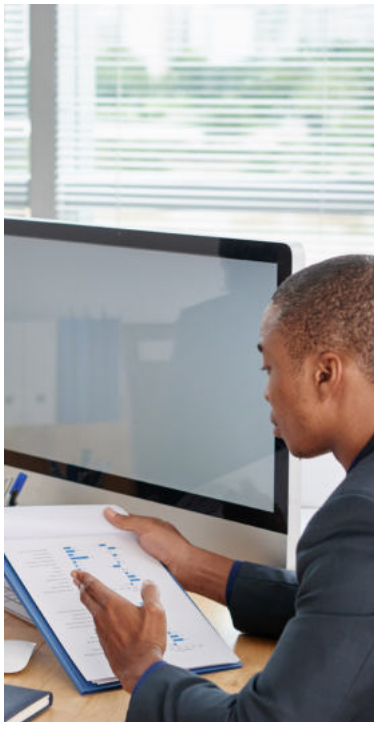
Although Sasol also made funds available to help face problems brought on by Covid-19, including donating to the Solidarity Fund, Mothoagae believes that utilising their existing resources and partnerships contributed to their greatest efforts in the fight against Covid-19.





CAF RESEARCH

'WE NEED ROBUST AND TRUSTED CIVIL SOCIETY ORGANISATIONS AND ADVOCATES WHO CAN RUN WITH THE BATON AND ENSURE THAT SOUTH AFRICA'S POOREST – OUR MOST VULNERABLE GROUPS AND COMMUNITIES – HAVE A VOICE IN OUR SOCIETY.'



South Africans give more than a third (35%) of their income to family, friends and members of their communities or charities.

This is according to Charities Aid Foundation's (CAF) Growing Giving in South Africa report, released in February 2020, which measures generosity behaviours in South Africa. The findings make it quite clear that despite financial pressures, people still want to give to those in need. The report looked at behaviours such as giving cash, volunteering and helping strangers.

'Interestingly, The CAF World Giving Index 10th Anniversary Report, released in October 2019, found that the gap in giving between the Global North and the Global South has narrowed, and that proportionally, those with less typically give more,' says Gill Bates, CEO of Charities Aid Foundation Southern Africa (CAFSA). 'Africa is a fundamentally generous continent, according to the research – in all likelihood, driven by our Ubuntu philosophy.'

According to the Growing Giving in South Africa report:

- Awareness of active, for mal charitable organisa tions was high amongst South Africans at 75%. In total, 61% of those sur veyed said they had sup ported a charity in the last twelve months.
- Giving money is the most common way of providing support to charitable organisations, with 74% choosing to give in monetary form.
- After money, the second most common form of support among those who gave to charitable organisations was giving food or goods in kind (70%). Over half had volunteered or given time to a charitable organisation.
- Most respondent, at 85%, agreed that charitable organisations in South Africa are effective in solving problems in society and that donating to charitable organisations makes an important difference in our country.

However, there is no doubt that the South African non-profit sector has seen a decline in revenues coupled with an increase in the demand for services due to the pandemic.

In May and July, CAFSA launched a series of surveys that looked closely at support for NPOs in South Africa during the pandemic. In one survey, 20 NPOs responded and revealed that government measures had not enabled them to access new sources of funding or made it easy for them to respond in the crisis. Among the 20 charities that participated, there was strong agreement that government measures had, in fact, made it more difficult to respond.

AFRICANS ARE GENEROUS,
despite financial woes

CAFSA has compiled a database of NPOs that may be eligible to receive donations from both local and international funders. We continue to advocate for emergency and on-going support for the non-profit sector.



GILL BATES

'Similar surveys were also administered by our CAF Global Alliance partners in different geographies, and the results and findings were very similar and alarming.'

Gill says NPOs and NGOs need to earn the trust of people who are in a position to donate a portion of their hard-earned money. 'Now, more than ever before, non-profit organisations need to

- promote the important work they are doing
- increase their public pro file and
- be more transparent in their work

– if they are to overcome issues of public trust and attract more donations while retaining existing donors.'

South Africa continues to have one of the highest Gini coefficients (a statistical measure of economic inequality) in the world. With spiralling levels of starvation, particularly child starvation, and rising unemployment and poverty levels, civil society, as one of the core pillars of South Africa, must be strengthened. The most marginalised and vulnerable groups and communities in South Africa need them now as never before.

'While South Africa might be the second strongest economy on the African continent [after Nigeria], challenges of poverty, inequality and unemployment remain. We need robust and trusted civil society organisations and advocates who can run with the baton and ensure that South Africa's poorest – our most vulnerable groups and communities – have a voice in our society.

'The pressing needs, exacerbated by the pandemic, have resulted in an outpouring of assistance, especially in relation to foodstuffs and PPE. Emergency funds have also been established to respond to the crisis, as was also the case for us – we launched our own Covid-19 Emergency Fund.'

CAFSA's Give As You Earn Programme enables them to distribute unrestricted funding into civil society on a monthly basis – something worth considering, as the organisation is trusted and established.

In addition, they're deeply involved in research on social giving and philanthropy. 'We participate in the CAF Global Alliance, disseminating research which informs best practice in the philanthropy space. Through our Validations and Due Diligence process, CAFSA has compiled a database of NPOs that may be eligible to receive donations from both local and international funders. We continue to advocate for emergency and on-going support for the non-profit sector.'

CAFSA is one of the few organisations that both channels funding to where it is most needed in South Africa, and performs the valuable role of developing and sharing international best practice in CSI. It is the adoption of best practice – particularly over the long term – that will enable the South African CSI sector to act as true partners in development, rather than simply sources of funding.



NICK HUDSON

COVID-19: IT'S TIME TO REPLACE FEAR WITH FACTS

For five-and-counting months, South Africans anxiously watched the number of Covid-19 cases steadily climb. As the cases surged, so did our fear.

After the first confirmed Covid-19 case in early March, we became accustomed to dismal news headlines like: 'South Africa coronavirus cases surge past 500,000', 'Deaths in South Africa now exceed 8000', and 'South Africa Covid-19 deaths "to soar" in coming months'.

The constant flow of bad news, and the restrictions imposed as a result, may seem warranted, but many people have also questioned the science that lead us down a path of economic destruction and restrictions on our human rights.

Nick Hudson, an actuary and co-founder of Pandemics Data and Analytics, better known as PANDA, is such a person. Out of concerns about the long-term effects of Covid-19 restrictions, PANDA was launched in March 2020 to provide decision-makers with calculated data on the virus's cost on South African livelihoods.

And it is not good news. That is according to Hudson and his team of volunteers who consist of actuaries, lawyers, medical doctors, economists, data scientists, statisticians and media specialists.

'To make matters worse, they did not revise their models according to the experience of other countries like Sweden which had no lockdown and whose number of deaths quickly declined. Error correction was not happening, and the result was a massive overcall,' says Hudson.

Most news reports misrepresent the bigger picture

According to Hudson, the tendency of the media to exaggerate did not help either. 'Most media coverage on Covid-19 contains serious misrepresentation, selective facts or no attempt to moderate the facts with perspective.'

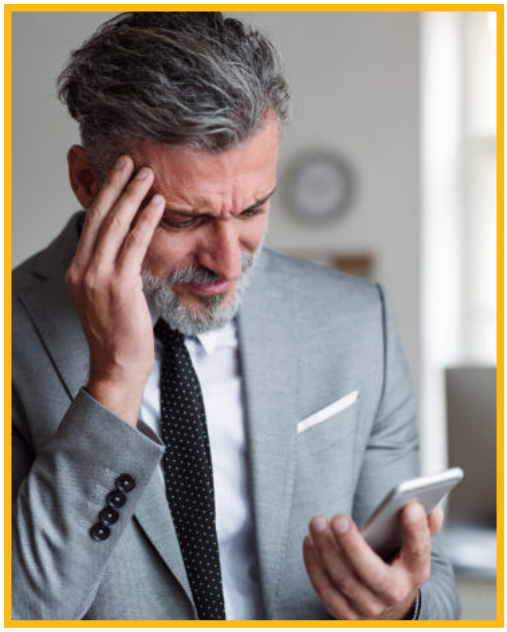
'For example, look at the widely publicised claim that South Africa is the fifth hardest hit country in the world. This claim didn't take into consideration that a lot of testing has been done in South Africa thus far, that we are a relatively big country, or that the number of cases does not distinguish between the asymptomatic or mildly ill and people who suffer severe clinical illness. The more relevant statistic is deaths per million of population. If you look at that, we rank about 35th in the world.'

We also keep hearing about a looming second wave. 'What the media doesn't tell you is these second waves happen in parts of affected countries where the numbers haven't peaked yet. For example, in America, the numbers will peak in one state, and then peak in another state. It looks like a second wave, but it's just the first time that the numbers are peaking in different areas.

'Recently, the media also tended to focus on the possible long-term

DRAW ADVICE

Many people have also questioned the science that lead us down a path of economic destruction and restrictions on our human rights.



effects of the virus, but it is a fact that any virus can cause long-term effects, even the common cold or the flu. Also, it seems as if many of these reports may be picking up pre-existing conditions that have nothing to do with the Covid disease process.'

What should South Africa have done differently?

No lockdown

'By now it is old news that lockdowns have no effect on the number of Covid-19 deaths,' says Hudson. 'This became very clear in late March, and there are enough statistics to prove that there is no difference to the number of deaths per million people in countries with or without lockdown.

'Evidence is also now emerging to support PANDA's original conjecture that 30 times more loss of life would result from the repercussions of the lockdown, including from suicides, malnourishment and avoiding urgent medical care, than from Covid-19.'

Informing accurate facts

'The government should have let people know who was at risk, and let the rest of the population get on with their lives, in order to establish herd immunity that would eventually also protect the more vulnerable people in our communities.'

Depopulate high-risk areas

'Nursing homes and hospitals should have been depopulated. People in nursing homes who tested positive for Covid-19 should have been sent to homes of young families to bring down the viral load in these hotspots and reduce the exposure of the elderly to other infections. Hospitals are bad places for old people to be. However, due to irrational fear, this wasn't happening. Staff should also have been rotated more frequently and ventilation improved.'

Draw advice from various fields

'The government mainly took advice from epidemiologists. These specialists have a narrow world view, they're employed by government, and they are cushioned from the consequences of lockdown, which they had no problem enforcing on all citizens, including the poorest of the poor.

'A good example is the ban on alcohol, which was supported by the South African Medical Research Council, to win a couple of hundred beds. No consideration was given to the hundreds of thousands of jobs that will be lost and the millions of people affected by this. It was just not thought through, because they are not people inclined to stepping back and considering the consequences of the massive economic impact and loss of jobs and livelihoods.

'The government should have drawn experts from various fields, including business people, actuaries, economists and doctors, to give a more balanced view that would not only take into consideration the consequences on our healthcare system, but also on the economy.

'South Africa is in dangerous territory at the moment,' says Hudson. 'All South African citizens need to step up and speak out. It's time that we call out scare tactics, bad science and bad policy.



CORONAVIRUS

WHAT IF IT'S NOT ABOUT THE CURVE, BUT RATHER ABOUT THE CHASM!

The other day, a German CEO friend called to discuss ideas on how to 'flatten the curve'. While South Africa is scrambling to deal with the immediate crisis, many international bodies are focusing on the medium and long-term curve, and how to get economies working again.

This got me thinking. Should we not have three nation-wide teams looking at three aspects of the current upheaval?

- The short term – NGOs and social enterprises
- The medium term – businesses and economists
- The long term – policy makers

Team 1 would do as it is doing – but expand to include more food parcels and other forms of relief to far more areas. More masks, more sanitisers, more medical equipment.

Team 2 would deal with how business, education, health, transport and other systems adapt to the new normal when the immediate crisis is over and Covid-19 becomes simply a fact of life – a perennial sickness with a wave-like recurrence, affecting most of us. For there is almost no doubt that the coronavirus is here to stay, and that once a cure is found (as it will be), treatment will be correct medication and a week or so in bed. Possibly less.

Our new normal might include adaptations many are already making; more working from home, more online classes and meetings, less commuting, and a revamped health and housing system.

relief

education

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2. Totally Adaptable ✓
3. Keeping it Simple ✓



simplicity always works

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things
that make
the biggest
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Team 3 would play the essential role of creating the policies and frameworks needed to legalise the kinds of changes we will need. Changes will need to be made not only to contain the spread of viruses, but to manage our increasing numbers, protect the environment, 'calm' traffic and create employment for millions of unemployed.

When lockdown ends I suggest we stop with the 1001 meetings and devote more time to medium- and long-term planning and strategising. Meetings can be managed perfectly well on Zoom and other platforms. Two million people work in the public sector in South Africa, and I'd estimate that about 300 000 of them spend half their lives in meetings. To what end, few can say.

So, our challenge now is how to prepare for changes in business and other sectors – some of which are well overdue.

The bell curve

In his book The Purple Cow, Seth Godin shares Geoff Moore's bell curve of marketing. He explains that the adoption of new products and technologies typically follows a bell curve, similar to the one we have seen for coronavirus infections. At the inception of the curve, you get your innovators and early adopters. The curve rises, peaking when the full number of the 'early majority' have bought the product, and descending as the 'late majority' and finally the laggards acquire the product.

That is, in an ideal scenario. What actually happens for so many technologies and products is that a chasm opens up in the very early stages of the curve – a chasm where marketing or distribution or some other critical aspect fails, and the product dies an early death. The curve never rises, but flattens and dissipates. (The 'adoption of new products' bell curve. Source: Moore, G, in Godin, S, The Purple Cow.)

The Coronavirus curve

Now with the coronavirus, we have a similar scenario, and a similar curve. Except in the case of the virus we want to widen that chasm. Not so much to flatten the curve, for I believe the virus will always be with us, but to ameliorate its effects. Dr Bruce Mansoor a medical expert says most of us will get the virus in the end – but it will not be devastating, because at some point a cure will be found. Our challenge is to widen that chasm long enough, so as to give our researchers time to formulate the vaccine or the cure.

Widening that chasm

So how can a Covid-19-affected business community keep itself 'in the chasm' while continuing to do business? We need to be in that gap, widening it, slowing down that rise – but we need movement in the economy. I suggest some creative and innovative adaptations to business practice. The following are the merest crumbs of a few ideas – much more could be added by a dedicated, nation-wide, medium-term think tank:

1. Let some teams work from home and some from the office, alternating periodically. If this Is not entirely possible as it is with the new skyscrapers that have covered Africa's richest square mile, Sandton – then;
2. Let some team members work at night and some during the day. Factories have worked night and day shifts for years – why shouldn't retailers, professionals, businesses?
3. Instead of opening 8 to 12 hours now we have to relook the 24 hour model for retail stores.
4. The office might be regarded as a central resource to be used mostly for its amenities, such as landlines and high speed WiFi connections.
5. For those working at home, get everyone completely familiar with Zoom, Skype and Google Hangouts and project management software such as Zoom, Trello, Monday and more.
6. Government to make free WiFi a priority – or at least drastically reduce costs, as is the norm in most developed countries. It is unconscionable that South Africans pay the fees we do for data.
7. Inward leaning perspex shields to be the norm for cashiers in shops and workstations in offices. Obviously, sanitisers and sterile wipes everywhere.
8. Employ more cleaners!
9. Open longer hours and relook new systems.

This doesn't even touch on the potential inherent in online learning for schools and universities, where a whole new way of doing classes would, for one thing, put a stop to the endless strikes in our smaller universities.

Readers probably have a whole host of better ideas. One thing is clear – business has to do a whole lot of thinking on new ways of operating post lockdown. How we handle lockdown will, in fact, shape the kind of businesses we become, and may determine whether we merely survive or thrive.



DR. ROBYN WHITTAKER

CAN COVID-19 OPEN THE WAY...

78

If you're wondering what important life lessons the Covid-19 pandemic may have taught us, Dr Robyn Whittaker has an insightful answer. She says: 'It has given us an increasing awareness that we are disconnected from ourselves, and from each other.'

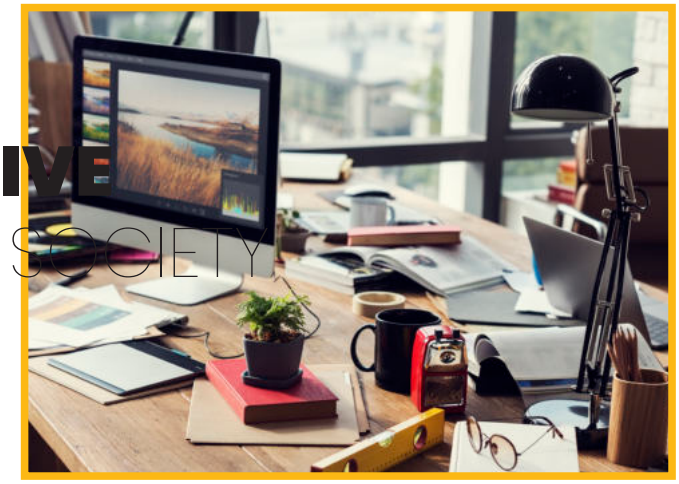
Whittaker, who had a 17-year career as a medical doctor, relinquished medicine to pursue her interest in education and community cohesion as the Stakeholder Engagement Lead for Symphonia for South Africa, a leadership development agency. She recently launched an organisation with a difference – Kaleidoscope Lights.

Kaleidoscope Lights seeks to develop an understanding of how deep collaboration between people can be fostered, and how functional-impact ecosystems come into being in order to enable dramatic shifts in society's wellbeing.

Whittaker believes that humanity needs to learn how to really connect with each other. 'We need to move into a space where we understand that we are deeply interconnected and linked, not only to other human beings, but also to the systems in which we operate,' explains Whittaker.

But first, we need to learn to connect with ourselves. 'Human beings

TO A MORE **COLLABORATIVE** AND INCLUSIVE SOCIETY



are wired for connection at a spiritual, scientific, community, personal, economic, biological and a relational level, but we cannot effectively connect with each other unless we are fully connected with ourselves,' she says.

Whittaker believes that the Covid-19 period has highlighted our need for connection, collaboration and co-creation. Lockdown has offered an opportunity to look deeper within ourselves, and to understand the importance of being in community, working co-operatively, and connecting with others.

'We are increasingly moving from an old system, which celebrates autonomy, control and power, into a new system which enables connection and the ability to co-create together, where we recognise the deep individuality of every living being, and the value that each individual can bring to the whole,' says Whittaker.

Not everyone yet embraces this new stage into which Whittaker believes society is heading. 'As we feel pushed into the new, we are also experiencing pull back into the old. Some people and societal structures are retreating to the known – to fundamentalism, tribalism and self-protectionism, and are resistant to the growing swell of people and systems longing for connection and a co-created future,' explains Whittaker.

The new system that Whittaker believes we are moving into has variously been called 'System 4.0', 'the Wellbeing Economy', 'the Green Economy' or 'the ecosystem stage', which operates from the premise that together we are more, and that the actions of one part of the system has ripple effects elsewhere. It is a gentler system than previous economic systems, which are about hierarchy and control.

'Moving into this new system is not necessarily going to happen automatically,' she says. 'It requires an active choice from us. We need to open our hearts to others. Our different perspectives need to become really important to one another, and instead of focusing on my opinion versus your opinion, we need to start creating a combined opinion, which is our opinion.

According to Whittaker, emergent groups globally and in South Africa are already calling for social systems that operate according to more inclusive, ecosystem-orientated principles. These include new financial models, social groupings, businesses that operate within models that value interconnectedness and reciprocity, academics arguing in favour of this type of system, and social change organisations that have moved away from the older charity (NPO) model to identify themselves as social enterprises.

'My hope with Kaleidoscope Lights is to connect with, amplify and work together with as many of these organisations as possible, as well as individuals within other organisations who share this type of approach.'

THE PRINCESS GABO FOUNDATION

Joins The Fight To Stave Off Hunger

'Live to serve' is the motto of Princess Gaboilelwe Moroka, who officially launched the Princess Gabo Foundation in 2015. The foundation's main aim is to help new mothers embrace kangaroo care, which encourages skin-to-skin contact between mom and baby, and breastfeeding. Although they mainly assist new moms, the foundation doesn't hesitate to make a difference in their community whenever the need arises.

Thus, when the Covid-19 lockdown in South Africa was announced, Princess Gabo knew that her foundation had to do something to help the disadvantaged. As the lockdown continues, more and more families are finding themselves fighting to stave off hunger and most families are severely hampered to generate an income to provide for their families.

The Princess Gabo Foundation launched a social media campaign to seek for support in providing food relief packages. Recently, all under the banner of the Each One Feed One campaign, which includes the Nelson Mandela Foundation, the Kolisi Foundation, and the Imbumba Foundation,the Old Mutual Foundation, Wyde Van Niekerk, and Kaizer Motaung Jr Foundation they managed to distribute 500 food relief packages on the 8th May 2020 in Thaba' Nchu, Free State Province.

The Princess Gabo Foundation on its own has contributed 367 of these food relief packages, which included maize meal, samp, flour, washing soap, sugar beans, sugar, baked beans, canned fish, eggs, soup, milk, tea, soap, toothpaste, potatoes, carrots, and candles.

> "It's as simple as asking your neighbour if they need any help."

"Many South Africans are blind to the deep levels of poverty and the depths of the struggles in our most vulnerable communities. To say that people were grateful when we delivered the food relief packs is an understatement. Gogos were crying with relief. It is a fact that people had nothing to eat, and some had no electricity," says Princess Gabo. "The work we do is out of passion and because others' suffering speaks to my conscience. We don't do it because we expect anything in return," explains Princess Gabo. That is why she is always honoured and humbled when she is recognised and awarded for her passionate work in developing communities. She has won multiple awards, including three international awards. Two of these are, the 'Warrior – change maker' Award and the Black History Achievement Award by the Church of God in Christ (COGIC). Both of these awards she received in the United States of America in 2019.

Princess Gabo, who is an executive member of the Barolong Boo Seleka Traditional Council, left her civil servant government position with all its benefits, after she made a vow to live the rest of her life serving and helping others.

"First I had two near-death experiences due to pregnancy complications, where the doctors told me that they couldn't have saved me, that it was a miracle that I survived. But it was only after my baby daughter was kidnapped that my purpose became clear," says Princess Gabo. "At that time, I had employed a nanny to look after my daughter, and something about her felt off. I made a plan to get rid of her. When we returned from the shops, a divine intervention happened. We turned into a garage and I saw a police van driving past with a baby inside who looked like mine. We returned home to find the nanny and my baby missing. The nanny's wardrobe was empty and some of the baby's clothes were missing. I went on my knees and cried out to God, and then I remembered the police van. When the nanny took my baby, the police intercepted her and because her story didn't add up, they took my baby to the police station where I found her safe and sound." This lead her to make a vow to God, that because of the wonders that He has done in her life, that she will live each day serving others.

"We would like to continue distributing food relief packs and also extend this programme to other communities," says Princess Gabo. "But to do this, we need donations. I would also like to see all South Africans embracing Ubuntu by making a difference where they are. Sometimes it's as simple as asking your neighbour if they need any help."



PRINCESS GABOILELWE MOROKA





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A STRONG AND HEALTHY BODY IS OUR BEST DEFENSE DURING A PANDEMIC

'Nobody fully understands the illness yet,' is a phrase we often heard during the Covid-19 pandemic. And it's no wonder. With so many symptoms and the different faces of the virus, ranging from something mild and harmless to something horrifying and deadly, many experts and citizens alike are often baffled about the real risk of infection, or whether or not the virus is as mild or as fatal as it seems.

Although the virus, in its entirety may seem like a mystery, one thing remains certain: a strong immune system is key to not only fight the virus, but also to hamper the severity of the symptoms that can beat down your body.

It's no secret that people with stronger immune systems are better able to fight viruses and recover more easily.

That is why the Kaizer Motaung Jr. Foundation focused many of their Covid-19 initiatives on healthy living, which included eating a healthier diet with plenty of fruit and vegetables, as well as regular exercise.

'During level 5 of lockdown, we partnered with various organisations to organise a big food drive to rural areas in order to help starving communities. The Kaizer Motaung Jr. Foundation partnered with Green Urban Food, to provide, in addition to staple foods, a 20kg fruit and vegetables pack that could provide much needed nutrients to a family for a month,' explains Kaizer Motaung Jr, the founder of the fund.

Fruit and vegetables are known for being rich in important vitamins and minerals that our body need to function optimally, while the nutrients that are responsible for colour and flavour, like phytonutrients, antioxidants, fibres and oils, are credited with many health and healing benefits as well as immune-modulating properties that can help combat infections.

'But, we don't want to stop there,' says Motaung, 'with the help of Green Urban Food, our future plans include teaching and helping communities to grow their own fruit and vegetable gardens in their own backyards. This will not only help alleviate hunger and boost health in the long run, but it can even help people start up their own businesses by selling their self-produced goods.'

In addition to promoting a healthier diet, Motaung says that it is also important to highlight the importance of exercise and sport as a health-boosting and virus-fighting ally.

A study in the Journal of Sport and Health Science found that exercise can help boost germ-fighting immune system cells and lower your risk for illnesses.

'On Nelson Mandela Day, we partnered with the Nelson Mandela Foundation and other organisations to host a #Ride4Hope campaign, which entailed participants to peddle exercise bikes for 67 minutes in order to raise funds. Sport legends like the retired soccer players, Brian Baloyi and Marks Maponyane added charm and excitement to the day. Together with our various partners, we managed to raise R2.6million which will go to various Covid-19 relief programmes.'

Although this event was aimed at raising funds, Motaung, who comes from a family of sport stars, and who himself played soccer for Kaizer Chiefs, says that the emphasis that was placed on exercise during this event, should not be underestimated.

'Sports play a more important role in building human potential than many people realise. It is now more important than ever to expose our youth to sport,' says Motaung. 'Sport teaches essential life skills, like self-discipline and self-management. It teaches people how to interact, how to be a team player, and how to work together towards a goal.'

'Sport can play a role in getting the youth off the streets and away from drugs. It gives people hope, and unifies races and genders.'

'Are these not the values we will need to rebuild our country after Covid-19?'





*Together with our various partners, we managed to raise **R2.6 million** which will go to various Covid-19 relief programmes.*

KAIZER MOTAUNG JR.

CIVIL SOCIETY RECOVERY PLAN

ACROSS 5 HORIZONS

In many ways, the current global crisis has brought long-standing issues to the fore and has forced us to address certain problems head on, as a matter of urgency.



CRAIG KENSLEY

The private sector, through companies and NGOs, does some of the most important work in community development in South Africa. Civil society feeds hungry children, shelters and supports vulnerable women, looks after the elderly, cares for the sick, trains the unemployed and nurtures entrepreneurship through a variety of initiatives.

However, Covid-19 has hugely ramped up the financial needs of NGOs and NPOs doing crucial work in our communities. Funds that many expected, which would have supported their valuable work in communities, were diverted to meet the needs of the crisis, leaving many organisations bereft. The work they do depends on reliable funding – as do the salaries of the 1.5million people who work in the NGO sector.

NGOs are extremely dependent on government, philanthropic donors and corporates. However, even at the best of times, the relationship between donors and civil society is fragile and fragmented. Funding opportunities are often disconnected from the civil society value chain, and offer limited opportunities for real growth and development in the sector.

Many NGOs say that they simply will not survive the Covid-19 pandemic, a view supported by Craig Kensley, head of The Coalition of the Committed, a unit within Community Chest, established as a forward-looking movement aimed at strategically rebuilding South Africa.

'In many ways, the current global crisis has brought longstanding issues to the fore and has forced us to address certain problems head on, as a matter of urgency,' says Kensley. 'The Community Chest's Coalition of the Committed presents a comprehensive and targeted plan to plot an immediate and sustainable recovery trajectory for the civil society sector as a whole.'

Not only do they aim to address the immediate challenges brought on by Covid-19, but to boost civil society organisations over the long term, strengthening their position so that they are able to withstand future crises.

'Our vision is to establish the Coalition of the Committed as a progressive convenor of a socially conscious citizenry,' says Kensley. 'This is supported through our mission: To forge a resourced coalition of active citizens delivering social justice, human rights and development systems that support hyperlocal service delivery excellence.'





THE FIVE HORIZONS

The Coalition of the Committed recently completed a systemic assessment of the elements required for a resilient recovery plan for civil society.

'Our recovery plan is underpinned by a theory of change which refers to "5 Horizons" Resolve, Resilience, Return, Re-imagine and Reform. These 5 Horizons provide both a framework and details for an appropriate response across the short, medium and long term,' explains Kensley.

The horizon metaphor creates different vantage points, lenses or points of departure through which to view our response to crisis. The mapped horizons do not represent sequential action but a coordinated, collective response to recovery, relevant for all NGOs. Each horizon requires a different focus, management, tools, and goals to enable NGOs to remain relevant over the long term.

Kensley describes the 5 Horizons as a blueprint for The Coalition of the Committed to appropriately position NGOs in partnership with communities to drive sustainable, fundable and 'hyperlocal' service delivery systems at scale.



Each of the horizons consists of three phases, which together outline a set of activities to be undertaken in order to achieve the goal of the specific horizon.

Each horizon has been mapped across and directly linked to several global and local development matrices, in order to realise and articulate geographic shifts in development work over time.

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