CSI INDABA 2026

OUTCOME REPORT

THE INEQUALITY MANDATE

Rewriting South Africa's Social Contract through Transformative Corporate Social Investment

2026 EDITION



SOUTH AFRICA'S BIGGEST CSI CLASSROOM

2026

WELCOME TO

SOUTH AFRICA'S BIGGEST CSI CLASSROOM

WELCOME TO THE CSI INDABA

2026 OUTCOME REPORT

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Convenor's Note

South Africa does not need another gathering at which inequality is described eloquently and then left unchanged. It needs a disciplined national classroom - and responsibility for what must happen next.

THE INEQUALITY MANDATE



SIMPHIWE MTETWA

Convenor, CSI Indaba

The CSI Indaba was established from a simple but urgent conviction: South Africa does not need another gathering at which inequality is described eloquently and then left unchanged. It needs a disciplined national classroom in which those who allocate capital, design policy, lead institutions and live with the consequences of exclusion can examine the same problem, challenge one another honestly and accept responsibility for what must happen next.

Our 2026 theme, "The Inequality Mandate: Rewriting South Africa's Social Contract through Transformative Corporate Social Investment", was not chosen as a slogan. It was a statement of intent. Day 1 asked the classroom to diagnose the interconnected structures that reproduce unequal opportunity. Day 2 asked how the relationships between business, government, civil society and communities must be redesigned if CSI is to become a structural lever rather than a collection of isolated projects.

The Indaba began with an honest tension. Corporate social investment matters, but CSI budgets alone cannot carry the weight of national transformation. They are too small, too fragmented and too often separated from the core decisions that shape employment, ownership, procurement, investment and access to opportunity. We therefore asked a more demanding question than, "How much have we spent?" We asked: what have we built, what has changed, who now holds power, and what will continue when the funding ends?

Speakers brought evidence and institutional perspectives, while delegates and community leaders challenged assumptions and described realities that formal systems often fail to see. Their contributions made one principle unavoidable: communities cannot remain beneficiaries who are consulted after priorities have been decided. They must help define the problem, shape investment, govern implementation and judge whether change has occurred.

This report honours that work by organising the contributions into a shared diagnosis, emerging outcomes, proposed actions and possible measures of progress. It does not manufacture consensus or present every claim as settled fact. It should be read as a bridge from the 2026 classroom to the post-Indaba online conversations, evidence reviews, institutional partnerships and preparation for 2027. Our aim is a continuing accountability cycle in which commitments are named, owners are visible and progress is reviewed publicly.

The credibility of the CSI Indaba will not be measured by the prominence of its speakers or the size of the room. It will be measured by whether this shared diagnosis changes investment decisions, strengthens institutions, gives local organisations real power, expands opportunity and clarifies the distinct obligations of government, business and civil society. I thank every speaker, delegate, community leader and partner who entered the classroom with courage and candour. The Indaba did not offer an easy answer to inequality. It offered a clearer mandate and a standard against which we can now hold ourselves accountable.

Preamble

South Africa's Biggest CSI Classroom: rigorous learning, honest disagreement and practical problem-solving across sectors.



ABOUT THIS REPORT

CSI Indaba 2026, hosted and managed by Simphiwe Mtetwa, was convened as South Africa's Biggest CSI Classroom: a space for rigorous learning, honest disagreement and practical problem-solving across business, government, civil society, academia and communities. Its purpose was to interrogate why three decades of corporate social investment have not produced structural change at the scale demanded by South Africa's inequality, and to identify how the sector can contribute more coherently to rebuilding the country's social contract.

The programme followed a deliberate progression. Day 1, "Diagnosis", established the intellectual and experiential foundation. It examined the structural roots of inequality, the interconnected constraints that reproduce unequal opportunity, the evolution of CSI since 1994, and the institutional and human dimensions of exclusion. Day 2, "Systems Reimagination", asked what must be redesigned once those constraints are acknowledged: the flow and governance of social-investment capital; the relationship between business, the state and civil society; the authority given to communities; and the measures by which lasting impact should be judged.

Across the two days, the discussion moved from programmes to systems and from charitable intent to structural obligation. While speakers approached the challenge from different perspectives, a consistent proposition emerged: fragmented projects cannot dismantle interconnected forms of inequality. CSI must retain its capacity to respond to immediate need, but it must also strengthen institutions, expand capability, open pathways into the economy, support community power and align investment where collective scale is required. At the same time, the Indaba recognised a critical boundary: CSI cannot substitute for the state, and CSI expenditure cannot replace the much larger responsibility carried through core business conduct, public investment and national economic policy.

This consolidated outcome report translates the speeches, panels, community testimony and delegate dialogue into a practical framework. Contributions are grouped by speaker and session, with each section setting out the core diagnosis, the outcomes that emerged, recommended follow-through and possible indicators. The report then identifies areas of convergence, productive tensions, evidence gaps, immediate priorities and a proposed three-year accountability architecture.

The document is not a verbatim transcript, a declaration of unanimous agreement or a final policy position. Some claims, names, figures and undertakings require verification before external publication, and contested interpretations are recorded as contributions rather than presented as independently established fact. The recommendations are therefore proposals for consideration by the CSI Indaba leadership and its partners; responsibility, resources and timelines must still be formally agreed.

Readers are invited to use the report in three ways: as a record of what the 2026 classroom heard; as a framework for testing organisational strategy and investment practice; and as a basis for continued dialogue, evidence-building and public accountability. Its central test is practical: whether the conversations of July 2026 lead, within three years, to different decisions, stronger institutions, wider opportunity and a more credible pathway towards reducing structural inequality.

Fact-checking and Editorial Disclaimer

Courageous conversation must be supported by credible evidence, timely correction and transparent accountability.

EDITORIAL GOVERNANCE

This report has been prepared from conference transcripts, speaker contributions, panel discussions and delegate interventions. The CSI Indaba is a live platform for dialogue, debate and learning. Statements made from the stage may include statistics, historical references, institutional claims, personal interpretations or emerging ideas that cannot always be independently verified at the time they are expressed.

During the 2026 Indaba, it became apparent that certain facts, names, figures or contextual details required further verification or clarification. Where possible, the platform's partners and associates responded quickly to identify, correct or contextualise these matters. Their assistance strengthened both the accuracy of the record and the quality of the wider conversation.

Accordingly, the inclusion of a statement in this report does not necessarily constitute endorsement by CSI Indaba, Simphiwe Mtetwa, its partners, associates, affiliates or participating organisations. Speaker claims and contested interpretations are recorded as contributions to the dialogue unless they are expressly identified as independently verified. Readers intending to quote or rely upon specific facts, figures, undertakings or policy statements should consult the relevant primary or official source.

This experience has reinforced the importance of evidence discipline within public-interest dialogue. Moving forward, CSI Indaba intends to strengthen its fact-checking processes and, where resources permit, provide dedicated fact-checking support for conversations taking place on the CSI Indaba stage and across other platforms convened by Simphiwe Mtetwa and its affiliated programmes and projects. The purpose is not to restrict debate, but to ensure that courageous conversation is supported by credible evidence, timely correction and transparent accountability.

PURPOSE AND METHOD

This report reorganises the Day 1 and Day 2 events by principal speaker and session, then translates each contribution into outcomes, recommended follow-through and possible indicators.

01 **REORGANISE**

Day 1 and Day 2 by principal speaker and session.

02 **TRANSLATE**

Set out outcomes, follow-through and possible indicators.

The 30 Year Liberation Programme

A generational commitment to complete what 1994 began - deliberately, structurally and with full accountability.

2025-2055

A FOUNDING VISION OF THE CSI INDABA

INTRODUCTION

In 1994, South Africa inherited a democracy. What it did not inherit was equality. Thirty years later, the structures of exclusion - unemployment, poverty and concentrated wealth - remain largely intact. Progress has been made. But the foundational promise of liberation remains unfinished.

The 30 Year Liberation Programme is a generational commitment. A declaration by the CSI community that the next 30 years will be used deliberately, structurally and with full accountability, to complete what 1994 began.

The name is both precise and philosophical. It honours what was sacrificed to get here. And it sets a deadline.

VISION

By 2055, South Africa is no longer defined by the depth of its inequality, but by the scale and sincerity of its recovery.

MISSION

To unite the CSI community behind a coordinated 30-year programme that builds a physical university, reduces the economic cost of unemployment, advances a measurable reduction in inequality, and transfers an enduring programme to the next generation.

The Structure

Twenty-five years to build. Five years to hand over. Thirty years total.

2025-2055

THE 30 YEAR LIBERATION PROGRAMME



2025-2050 | THIS GENERATION BUILDS

From 2025 to 2050, this generation builds. Twenty-five years of focused, coordinated investment - not fragmented annual spend, but a unified programme anchored in three measurable pillars. Every year of the Indaba becomes a checkpoint. Every CSI decision becomes a contribution toward something larger than any single organisation.

2050-2055 | THIS GENERATION HANDS OVER

From 2050 to 2055, this generation hands over. Not a summary document. Not an archived report. A living, funded, institutionalised programme - transferred with intention and rigour to the next generation of leaders, practitioners and institutions who will carry it into the second half of the century. Five years to ensure the work endures beyond the people who started it.

IN 2055, THE WORK WILL BE COMPLETE. THE LEGACY WILL BE HANDED OVER.

The Three Pillars

Three measurable commitments to be achieved by 2050.

THE 30 YEAR LIBERATION PROGRAMME

TARGET 2050

01 BUILD A PHYSICAL UNIVERSITY

A physical university, collectively funded by the South African CSI community. Not a bursary scheme. Not a virtual platform. A university - built and endowed through the pooled, long-term investment of corporate South Africa. A permanent institutional legacy that outlasts any individual company's CSI budget cycle, and proves what aligned capital can achieve over a generation.

TARGET: 2050

02 REDUCE THE COST OF UNEMPLOYMENT

A measurable reduction in the cost of unemployment to the South African economy. With 7.8 million people structurally excluded from formal participation, the implied loss in productivity, consumer spending and tax revenue runs into hundreds of billions of rands annually. A 10% reduction by 2050 means R60 billion to R100 billion restored to the economy every year. CSI can de-risk innovation, build pathways and convene the alignment.

TARGET: 2050

03 MOVE BEYOND THE INEQUALITY INDEX

South Africa's removal from the global inequality index - the ambition that by 2050, this country is no longer defined internationally by the depth of its divide, but by the scale and sincerity of its recovery.

TARGET: 2050

WHAT THIS MEANS FOR THE INDABA

The CSI Indaba is no longer simply a gathering. It is the founding institution of this programme - the body that holds the vision, tracks the pillars and ultimately facilitates the handover. Each annual convening is a checkpoint. Each year, the community asks not only what has been funded, but what has moved.

This is the shift. From expenditure to accountability. From goodwill to outcomes. From a community that invests in South Africa, to a community committed to transforming it - with the integrity to hand that commitment, intact, to the generation that comes next.

THAT IS WHAT 30 YEARS CAN MEAN. THE INDABA LEADS. THE COMMUNITY COMMITS. THE NEXT GENERATION INHERITS A FINISHED TASK.

Speakers and Sessions Covered

Day 1 and Day 2 are organised by principal speaker and session, then translated into outcomes, follow-through and possible indicators.

01-06

PURPOSE AND METHOD

01



Dr Geraldine Fraser-Moleketi

Structural inequality and the responsibilities of the state and private sector.

02



Prof Nicholas Ngepah

Evidence, binding constraints and the economic risks of inequality.

03



Prof Steven Friedman

Institutions, power and the insider-outsider divide.

04



Sello Hatang

Moving from charity and compliance to capability, independence and legacy.

05



Deputy Minister Ganief Hendricks

Social protection, sustainable livelihoods and the government-CSI interface.

06



General Riah Phiyega

Coordinated CSI, pooled resources and systemic scale.

Speakers and Sessions Covered

Facilitation, delegate voice, community leadership, asset-based design and systems reimagination.

07-11

PURPOSE AND METHOD - CONTINUED

07



Dr Steven Zwane

Facilitated synthesis and the CSI classroom's collective commitments.

08



Delegate Interventions

Questions, challenges and proposed accountability measures.

09



Craig Kensley

Day 2 provocation on real-life development and asset-based community design.

10



Sihle Mooi and the Missing Middle Voice Panel

Community leadership, access and institutional survival.

11 SYSTEMS, GOVERNANCE, TRANSITION AND ENTERPRISE



Reana Rossouw



Carmen Mollmann



of Verne Harris



Shawn Theunissen

PANEL FOCUS

Systems, governance, transition and enterprise.

Executive Outcome Synthesis

Across both days, speakers differed in emphasis but converged on one conclusion.

12

THE SHARED CONCLUSION



12 | CLOSING ADDRESS

President Thabo Mbeki

Capital, the failed social compact and national dialogue.

THE OUTCOME

South Africa cannot spend its way out of inequality through disconnected projects. CSI must be repositioned as a coordinated instrument for structural change, with communities participating as decision-makers, government strengthening delivery systems, and business accepting responsibility for the economic conditions it helps create.

Day 2 added an essential qualification: CSI capital alone is too small to rewrite the social contract. Transformation also requires changes in core business investment, public capacity, institutional power and national economic direction.

FROM DISCONNECTED PROJECTS TO COORDINATED STRUCTURAL CHANGE

Eight Cross-cutting Outcomes

A common framework for moving CSI from activity and expenditure to capability, coordination and accountable structural change.

01-04

EXECUTIVE OUTCOME SYNTHESIS

01 SHARED INEQUALITY DIAGNOSIS

Link CSI portfolios to structural constraints rather than broad social themes alone.

02 COMMON LANGUAGE OF IMPACT

Distinguish activities and outputs from changes in capability, opportunity, institutional strength and independence.

03 COMMUNITY PARTICIPATION

Include communities from diagnosis through design, implementation, governance and evaluation - not consultation after decisions have been made.

04 COORDINATED INVESTMENT

Create a mechanism for selected national or place-based priorities while retaining space for individual corporate programmes.

Eight Cross-cutting Outcomes

A common framework for moving CSI from activity and expenditure to capability, coordination and accountable structural change.

05-08

EXECUTIVE OUTCOME SYNTHESIS

05 SKILLS-TO-OPPORTUNITY PIPELINE

Connect ECD, schooling, digital access, post-school funding, career guidance, work experience and enterprise development.

06 INSTITUTIONAL CAPABILITY

Invest deliberately in state, municipal, CBO, NPO and social-enterprise capability so CSI strengthens systems instead of substituting for them.

07 VISIBLE GOVERNANCE

Protect pooled resources, publish decisions, make responsibility visible and track results over multiple years.

08 THREE-YEAR ACCOUNTABILITY CYCLE

Set public milestones, conduct evidence reviews and continue the CSI classroom conversations.

Proposed Day 1 Outcome Architecture

Five outcome areas connect the diagnosis to accountable change, responsible coalitions and three-year evidence.

DAY 1

FROM DIAGNOSIS TO EVIDENCE

OUTCOME AREA	WHAT MUST CHANGE	LEAD COALITION	THREE-YEAR EVIDENCE
Shared diagnosis	Portfolios mapped to agreed inequality constraints.	CSI Indaba, research partners, business and government.	Published baseline and annual update.
Impact measurement	Outputs replaced by outcome and systems indicators.	Funders, implementers and evaluation partners.	Comparable outcome dashboard.
Co-design	Communities hold decision and oversight roles.	Communities, CBOs, NPOs and municipalities.	Documented influence over funding and delivery.
Coordination	Selected funds and programmes aligned for scale.	Corporate funders, NDA/DSD and independent governance.	Joint investments with audited results.
Capability	Institutions and people can continue beyond funding.	Business, government, academia and civil society.	Improved capability and reduced dependency.

DAY 1: DIAGNOSING INEQUALITY

Day 1 established a shared diagnosis of the systems sustaining inequality. Speakers connected spatial exclusion, weak governance, concentrated power and fragmented investment to the limits of conventional CSI. Delegates then tested those arguments against lived community experience, pressing the sector to move beyond activity counts towards stronger evidence, clearer accountability and real community design power.

Reana Rossouw

DAY 1

Day 1 facilitator | Evidence discipline, shared diagnosis and accountable action



DAY 1 FACILITATOR

Reana Rossouw

CSI practitioner | Evidence discipline and governance

OUTCOME STATEMENT

Hold the classroom to evidence, connect contributions across sectors and turn a shared diagnosis of inequality into named responsibilities, practical commitments and measurable follow-through.

FROM CONVERSATION TO ACCOUNTABLE DIAGNOSIS

Core diagnosis

01 CSI conversations can generate strong ideas without agreeing the problem they are trying to solve.

02 Different sectors use the same terms - impact, partnership, community and systems change - to mean different things.

03 Evidence and lived experience must be tested and connected rather than placed in competition.

04 Convening without owners, deadlines and follow-through risks reproducing the fragmentation it seeks to solve.

05 Facilitation must protect dissent and community voice while still moving the room towards decisions.

From shared diagnosis to accountable action

Reana Rossouw | Day 1 facilitation summary

WHAT THE ROOM PRODUCED

Emerging outcomes

01 Day 1 contributions are organised into a coherent diagnosis of inequality and the limits of fragmented CSI.

02 Evidence, lived experience and institutional perspective are treated as complementary sources of insight.

03 Areas of convergence and productive tension are recorded rather than smoothed over.

04 Community voice is carried into the outcomes and accountability agenda.

WHAT SHOULD HAPPEN NEXT

Recommended follow-through

01 Close every major session with a concise synthesis of decisions, tensions, owners and evidence gaps.

02 Use common definitions for inequality, impact, systems change, capability and co-design.

03 Keep a live evidence register linking claims to sources and questions requiring verification.

04 Carry unresolved Day 1 questions into Day 2 design sessions and post-Indaba workstreams.

WHAT PROGRESS COULD SHOW

Suggested indicators

- Sessions ending with named decisions, owners and dates.
- Balance of corporate, government, civil-society and community voices in the record.
- Priority claims supported by evidence or marked for verification.
- Agreed actions tracked through the Indaba's accountability cycle.

Dr Geraldine Fraser-Moleketi

01

Opening keynote | Structural inequality and shared institutional responsibility



OPENING KEYNOTE

Dr Geraldine Fraser-Moleketi

OUTCOME STATEMENT

Move CSI beyond corporate philanthropy towards productive investment, institutional transformation and an economy in which inclusion is a lived reality.

WHAT THE KEYNOTE ESTABLISHED

Core diagnosis

01 Inequality is reproduced through wealth, education, health, housing, employment and apartheid spatial patterns; political equality has not delivered social and economic equality.

02 Government has been too slow to dismantle structural legacies, but the private sector cannot treat the state as the sole source of failure.

03 Corporate concentration, weak job creation, unequal ownership and participation in corruption have helped sustain exclusion.

04 Two parallel education systems reproduce advantage and disadvantage across generations despite significant public expenditure.

05 Corruption weakens institutions and redirects anger towards vulnerable groups; private firms, auditors, consultants and financial institutions can be active participants rather than innocent bystanders.

From diagnosis to accountable action

Dr Geraldine Fraser-Moleketi | Executive contribution summary

WHAT SHOULD SHIFT

Emerging outcomes

01 Business recommits capital to productive investment and employment creation.

02 Transformation extends beyond procurement compliance to open value chains, emerging manufacturing capacity and competitive black-owned firms.

03 Corporate business models are tested against spatial exclusion, insecure work and chronically low wages.

04 CSI supports systemic reform and strengthens the developmental state through expertise, investment and accountable partnership.

05 Social and ethics committees treat inclusive growth and social cohesion as governance outcomes, not communications themes.

WHAT SHOULD HAPPEN NEXT

Recommended follow-through

01 Develop a board-level inequality and inclusion scorecard for participating companies.

02 Require social and ethics committees to review how core business and CSI jointly affect employment, ownership, wages, value-chain access and place-based inequality.

03 Create a technical-assistance compact through which business and academia support priority public institutions without replacing public accountability.

04 Identify two or three sectors in which value-chain opening can be measured over the next three years.

WHAT PROGRESS COULD SHOW

Suggested indicators

- Growth in productive investment and jobs linked to participating firms.
- Share and value of procurement and contracts reaching sustainable black-owned suppliers and manufacturers.
- Evidence that supported public institutions improved delivery capability.
- Board reporting on social cohesion, inclusive growth and business-model risks.

Prof Nicholas Ngepah

02

Economics keynote, joining online | Evidence on inequality and the five binding constraints

OUTCOME STATEMENT

Treat inequality as an economic, business, democratic and sustainability risk, and direct coordinated investment towards the constraints that reproduce unequal opportunity across generations.

WHAT THE ECONOMIC EVIDENCE ESTABLISHED

Core diagnosis

01 Inequality suppresses growth, weakens poverty reduction, reduces purchasing power, damages trust and investment confidence, and increases the risk of unrest.

02 The problem is not income alone: inherited circumstances shape access to education, health, nutrition, digital opportunity, labour markets, capital and place.

03 South African growth has not reliably translated into meaningful poverty reduction; benefits are distributed unevenly.

04 The five binding areas were human capability; labour-market exclusion and skills mismatch; spatial exclusion; capital ownership and market concentration; and weak institutional and governance capacity.

05 Fragmented policy and the absence of a coherent medium- to long-term economic direction prevent education and skills incentives from matching future opportunity.

06 Hidden forms of exclusion - including possible language discrimination - require continued research rather than reliance on visible variables alone.



ECONOMICS KEYNOTE | ONLINE

Prof Nicholas Ngepah

Evidence and binding constraints

From evidence to coordinated investment

Prof Nicholas Ngepah | Executive contribution summary

WHAT SHOULD SHIFT

Emerging outcomes

01 CSI portfolios are explicitly mapped to one or more binding constraints and designed for cumulative, long-term effects.

02 Investment starts earlier in the life course through nutrition, ECD, foundation learning, health and digital inclusion.

03 Education funding and career guidance are aligned with credible economic demand, alongside reskilling for those already mismatched to the labour market.

04 Place-based interventions reduce the additional cost of distance and exclusion borne by township and rural communities.

05 Academia, business and government cooperate to diagnose and strengthen municipal and institutional capability.

WHAT SHOULD HAPPEN NEXT

Recommended follow-through

01 Commission a shared baseline that measures each binding constraint nationally and in selected localities.

02 Create a portfolio-mapping tool showing which constraints each CSI investment addresses, where and for whom.

03 Pilot an integrated human-capability pathway in selected districts, from maternal and child nutrition through digital access and work transition.

04 Fund an independent municipal capability diagnostic and improvement programme with research partners.

05 Establish a research agenda for less visible barriers such as language, networks and inherited access to opportunity.

WHAT PROGRESS COULD SHOW

Suggested indicators

- Movement in constraint-specific baseline indicators by location and demographic group.
- Learner progression, digital participation, skills relevance and transition into decent work.
- Reduction in travel and time costs for accessing services and employment.
- Municipal capability improvements tied to service outcomes, not training attendance alone.
- Household movement above meaningful poverty and deprivation thresholds.

Prof Steven Friedman

03

Research keynote | Why transformation stalls: power, institutions and the insider-outsider divide



RESEARCH KEYNOTE

Prof Steven Friedman

Power, institutions and inclusion

OUTCOME STATEMENT

Transformation will remain stalled until South Africa changes the values, practices and power relationships inherited from the past and gives excluded people a decisive voice in negotiating inclusion.

WHY TRANSFORMATION STALLS

Core diagnosis

01 Changing formal political rules in 1994 did not automatically change institutional values, everyday practices or relationships of power.

02 South Africa operates through an insider-outsider divide: insiders are organised, visible and heard; outsiders are excluded from opportunity and agenda-setting.

03 Racial privilege persists inside institutions even where formal rules proclaim equality.

04 An economy drawing mainly on the energy and talents of insiders cannot achieve robust, inclusive growth.

05 Public debate notices the problems of organised insiders while severe harms experienced by excluded communities can remain politically and journalistically invisible.

06 The missing transformation is not the result of too much compromise in 1994, but of economic and institutional inclusion that was never fully negotiated.

From inherited power to negotiated inclusion

Prof Steven Friedman | Executive contribution summary

WHAT SHOULD SHIFT

Emerging outcomes

01 A long-term negotiation on inclusion takes place within workplaces, professions, markets, government and civil society - not as a once-off conference resolution.

02 People and institutions with power publicly acknowledge what must change in their own sphere and accept measurable obligations.

03 CSI begins with listening systems that surface the priorities and knowledge of people who are usually unheard.

04 Programme design seeks to reduce the insider-outsider divide and expand voice, organisation, access and power.

WHAT SHOULD HAPPEN NEXT

Recommended follow-through

01 Establish community listening and agenda-setting processes before CSI themes and budgets are finalised.

02 Include outsider representatives in investment committees and programme governance with genuine decision rights.

03 Require each participating institution to publish a specific inclusion commitment within its own sphere of control.

04 Support independent community organising, advocacy and civic capability as legitimate impact infrastructure.

WHAT PROGRESS COULD SHOW

Suggested indicators

- Proportion of funded priorities originating from excluded communities.
- Decision-making seats and voting rights held by community representatives.
- Changes in access to professions, formal employment, procurement and institutional leadership.
- Evidence that previously unheard issues enter organisational and public agendas.

Sello Hatang

04

Leadership and social-impact address | From charity and compliance to capability, independence and legacy

OUTCOME STATEMENT

Judge CSI by what it builds, what continues and who becomes independent - not by the money announced, beneficiaries counted or ceremonies held.

FROM ACTIVITY TO LASTING CAPABILITY

Core diagnosis

01 The Indaba's own funding difficulties illustrated how initiatives seeking systemic change can struggle to attract support.

02 South Africa has become better at counting money than counting impact.

03 Giving is rooted in Ubuntu, but professionalisation can reduce it to compliance, outsourced activity and annual budget lines.

04 The five constraints form one ecosystem; isolated projects cannot permanently solve interconnected structural problems.

05 Repeatedly delivering the same interventions to the same communities signals dependency and symptom management rather than transformation.

06 Government, business and civil society frequently work in parallel and meet at launches rather than designing solutions together.



LEADERSHIP AND SOCIAL IMPACT

Sello Hatang

Capability, independence and legacy

From money announced to capability built

Sello Hatang | Executive contribution summary

WHAT SHOULD SHIFT

Emerging outcomes

01 Impact is reframed as increased capability to learn, earn, innovate, govern and lead.

02 Beneficiaries become owners and partners whose independence is an explicit programme goal.

03 Fewer, deeper and jointly designed interventions replace a proliferation of shallow activities.

04 Legacy is demonstrated by functioning schools, clinics, water systems, businesses, employment pathways and community institutions after funding ends.

05 CSI becomes a national movement connected to human flourishing and sustainable prosperity.

WHAT SHOULD HAPPEN NEXT

Recommended follow-through

01 Add an independence or exit pathway to every multi-year programme design.

02 Replace beneficiary-count targets with capability, ownership and continuation measures.

03 Convene government, business, civil society and communities at the design stage, with roles agreed before funding.

04 Adopt a post-funding sustainability review one, two and three years after grant closure.

05 Create a funding window for convening, evidence and ecosystem infrastructure - not only frontline delivery.

WHAT PROGRESS COULD SHOW

Suggested indicators

- Percentage of programmes with co-designed sustainability and exit plans.
- Services and institutions still functioning after funding ends.
- Participants moving into income, leadership, ownership or further opportunity.
- Local revenue, governance and maintenance capacity created.
- Reduction in repeat dependency on the same intervention.

Deputy Minister Ganief Hendricks

05

Deputy Minister of Social Development | Social protection, sustainable livelihoods and the government-CSI interface



SOCIAL DEVELOPMENT

Deputy Minister Ganief Hendricks

Protection, livelihoods and partnership

OUTCOME STATEMENT

Build pathways from social protection to sustainable livelihoods, direct more support towards grounded community organisations, and create a clearer operational interface between CSI and social-development institutions.

THE DELIVERY AND TRANSITION CHALLENGE

Core diagnosis

01 Social grants protect dignity and food security, but young adults need credible pathways from income support into learning, work and enterprise.

02 Youth unemployment was presented as the most urgent priority for CSI alignment.

03 Community-based organisations often understand local needs but lack governance support, registration responsiveness and access to funding.

04 Funding decisions are dispersed across national and provincial structures; applicants often do not know where responsibility sits or how to escalate delays.

05 Promising government programmes frequently remain pilots and fail to reach all districts.

06 Delegates raised NPO compliance, funding discontinuity, GBV, teenage pregnancy, digital exclusion, rural reach, older-person support and administrative red tape.

From social protection to sustainable livelihoods

Deputy Minister Ganief Hendricks | Executive contribution summary

WHAT SHOULD SHIFT

Emerging outcomes

01 A defined CSI-government partnership focuses on sustainable livelihoods for people receiving or transitioning from social assistance.

02 CBOs and emerging NPOs receive governance, administration and project-management support alongside proportionate seed funding.

03 Programmes are planned for district-level reach rather than remaining indefinitely in a small number of pilots.

04 Funding responsibilities, application windows, service standards and escalation channels are made transparent.

05 The NDA and appropriate provincial structures become clearer partnership routes, subject to robust governance and due diligence.

WHAT SHOULD HAPPEN NEXT

Recommended follow-through

01 Create a joint working group between DSD/NDA, participating CSI funders and civil-society representatives.

02 Design a sustainable-livelihood pathway combining income support, assessment, skills, work experience, enterprise support and follow-up.

03 Pilot a start-up support package for eligible CBOs/NPOs, including administration training and proportionate seed capital.

04 Publish an accessible funding and registration map showing accountable institutions, timelines and escalation routes.

05 Select priority programmes for phased expansion across the 52 districts, with equity criteria and costed implementation plans.

06 Record and follow up explicit undertakings made during the session, including the registration/name-change case and the proposal on start-up support.

WHAT PROGRESS COULD SHOW

Suggested indicators

- Participants moving from support into sustained work, enterprise or training progression.
- CBO/NPO registration and amendment turnaround times.
- Start-up organisations surviving and meeting governance standards after 24 and 36 months.
- District coverage and reach among rural, township and otherwise underserved communities.
- Published response rate against issues escalated through the CSI-government working group.

REPORTING

CAUTIONS

VERIFY BEFORE PUBLICATION

- Some statements were conversational, provisional or political. Undertakings should be confirmed in writing with the relevant department before being reported as policy or approved commitments.
- The transcript's spelling of names and certain programme details should be checked against official records.

General Riah Phiyega

06

Executive Director, Safer South Africa Foundation; CEO, Women's Development Business Trust | From fragmented CSI to coordinated systemic investment

OUTCOME STATEMENT

Blend individual corporate initiatives with governed, pooled investment so that scattered contributions achieve the scale, efficiency and systemic impact required for nation building.

WHY COLLECTIVE CAPITAL MATTERS

Core diagnosis

01 Corporate South Africa's CSI expenditure is significant, but inequality and poverty remain entrenched because investment is fragmented and its collective effect is difficult to see.

02 Visibility incentives can encourage isolated branded projects even where collaboration would create greater reach.

03 Duplication and scattered funding prevent scarce resources from achieving scale.

04 Coordination brings risks - complex agendas, reduced individual visibility and corruption - but these risks can be governed.

05 The Solidarity Fund, Youth Employment Service and Reakgona Disability Centre were offered as examples of pooled action addressing national-scale barriers.



EXECUTIVE LEADERSHIP

General Riah Phiyega

Coordinated systemic investment

for nation building

From fragmented CSI to systemic scale

General Riah Phiyega | Executive contribution summary

WHAT SHOULD SHIFT

Emerging outcomes

01 Participating funders identify a limited number of systemic priorities for pooled or aligned investment.

02 Independent oversight, transparent governance and visible allocation decisions build trust in collaborative mechanisms.

03 National priorities and community knowledge guide coordinated capital.

04 Scale, reduced duplication and long-term institutional assets become central measures of success.

05 Individual CSI continues where appropriate but is deliberately blended with collaborative CSI.

WHAT SHOULD HAPPEN NEXT

Recommended follow-through

01 Establish a governed collaborative-investment facility or a small number of thematic funds.

02 Agree rules for contribution, decision-making, branding, conflicts of interest, audit, community representation and public reporting before money is pooled.

03 Map current investments to locate duplication, gaps and opportunities for consolidation.

04 Select one demonstrator initiative with sufficient scale to test the model over three years.

05 Publish both financial allocations and outcome performance at least annually.

WHAT PROGRESS COULD SHOW

Suggested indicators

- Value and proportion of aligned or pooled CSI investment.
- Reduction in duplicated interventions within selected places or themes.
- Reach, depth and unit-cost improvements generated through coordination.
- Independent audit and timely public reporting.
- Durable institutions, infrastructure or pathways created through joint action.

Dr Steven Zwane

07

Senior Lecturer, GIBS; facilitator of the Day 1 synthesis | Turning the classroom's evidence into shared insight and accountability



DAY 1 SYNTHESIS

Dr Steven Zwane

Shared insight and accountability

OUTCOME STATEMENT

Use the CSI Indaba as an ongoing classroom in which participants test evidence, identify responsibility and define what success must look like after three years.

FROM PASSIVE LISTENING TO SHARED INTERPRETATION

Core diagnosis

01 A conference dominated by speeches can leave participants as passive recipients; synthesis requires them to interpret, challenge and respond.

02 The room did not yet share a common language of impact or a settled view of responsibility.

03 Charity can substitute for systems change when it relieves symptoms without changing the conditions that create need.

04 Responsibility is frequently shifted among government, business and civil society.

05 Some delegates challenged the evidence as insufficiently causal or proportionate, demonstrating the need for stronger shared standards.

From evidence heard to accountability owned

Dr Steven Zwane | Executive contribution summary

WHAT SHOULD SHIFT

Emerging outcomes

01 Participants move from listening to co-producing the Indaba's agenda and evidence base.

02 Every future session distinguishes what was heard, what evidence supports it and what response follows.

03 Responsibility is treated as co-shared but role-specific: joint ownership must not dissolve individual accountability.

04 A three-year success test becomes the organising horizon for the Indaba.

05 Community, government, corporate and civil-society voices are brought into a continuing learning process.

WHAT SHOULD HAPPEN NEXT

Recommended follow-through

01 Adopt the three synthesis questions as a standing review framework for all CSI Indaba programmes.

02 Create a Day 1 evidence register separating verified evidence, speaker claims, hypotheses and questions requiring research.

03 Publish named actions, owners and review dates after each Indaba classroom.

04 Reconvene quarterly or through the planned online series to assess progress and refine the shared diagnosis.

05 Commission a three-year independent outcome review using the baseline established in year one.

WHAT PROGRESS COULD SHOW

Suggested indicators

- Actions with named owners, budgets and dates.
- Questions resolved through evidence between convenings.
- Participation across community, civil society, business, government, academia and youth.
- Progress against the three-year outcome framework.
- Changes to programme decisions arising from classroom feedback.

Delegate interventions and collective synthesis

Delegate interventions | Questions, challenges and accountability demands from the room

ANONYMISED TRANSCRIPT SUMMARY

HOW THE ROOM SHARPENED THE REPORT

Delegates challenged the quality of evidence, demanded clearer accountability from government and funders, and insisted that communities and grassroots organisations hold real design power.

Individual names and affiliations have been withheld until the transcript record is verified.

01 Measuring real change

VOICE FROM THE CLASSROOM

THE QUESTION ASKED

Which interventions are being measured for real changes in equality, learner outcomes and infrastructure - and how do government and communities participate in tracking them?

OUTCOME IMPLICATION

Create measures beyond pass rates and beneficiary numbers to voice, agency, learning, infrastructure and systems change.

02 Learning from equal societies

VOICE FROM THE CLASSROOM

THE QUESTION ASKED

When have societies been most equal, and what evidence from those periods can be replicated?

OUTCOME IMPLICATION

Connect CSI practice to comparative evidence on democratic power, economic fairness and institutional limits on concentrated wealth.

03 Local realities in national strategy

VOICE FROM THE CLASSROOM

THE QUESTION ASKED

How should local and community experience inform national CSI strategy?

OUTCOME IMPLICATION

Ensure community-level realities and locally led work shape national strategy.

04 Constructive disagreement

VOICE FROM THE CLASSROOM

THE QUESTION ASKED

Which assumptions in the session framing require further challenge or scrutiny?

OUTCOME IMPLICATION

Retain constructive disagreement and document how speakers respond; do not convert the Indaba into consensus without scrutiny.

05 Government follow-through

VOICE FROM THE CLASSROOM

THE QUESTION ASKED

What formal routes will turn government responses on social-development practice and community needs into documented follow-through?

OUTCOME IMPLICATION

Provide written departmental routes and follow-up rather than relying on responses from the stage.

06 Lived experience of CSI

VOICE FROM THE CLASSROOM

THE QUESTION ASKED

How should people with lived experience of CSI judge whether programmes create durable opportunity?

OUTCOME IMPLICATION

Include former participants as evaluators of whether programmes generate durable opportunity.

Voices from the classroom - continued

Delegate interventions | Questions, challenges and accountability demands from the room

ANONYMISED TRANSCRIPT SUMMARY

EDITORIAL TREATMENT

Contributions are presented as anonymised transcript summaries. They preserve the questions and challenges raised without assigning unverified identities.

07 From pilots to district scale

VOICE FROM THE CLASSROOM

THE QUESTION ASKED

Why do programmes addressing GBV, teenage pregnancy, substance abuse and digital exclusion not reach more districts and rural communities?

OUTCOME IMPLICATION

Set an equity-based route from pilots to district scale, with transparent selection and coverage data.

08 Funding flows and compliance

VOICE FROM THE CLASSROOM

THE QUESTION ASKED

Where do GBV resources go, how should women's protest be understood, and why does compliance place such a heavy burden on grassroots organisations?

OUTCOME IMPLICATION

Publish funding flows and results, and design compliance support that strengthens rather than excludes grassroots organisations.

09 First-stage support

VOICE FROM THE CLASSROOM

THE QUESTION ASKED

Could new organisations receive first-stage funding and administration support so that rejected applications do not also remove potential community benefit?

OUTCOME IMPLICATION

Pilot seed funding of approximately R50,000 where appropriate, combined with governance and project-management support and clear eligibility criteria.

10 Registration and escalation

VOICE FROM THE CLASSROOM

THE QUESTION ASKED

What are the service standards and escalation routes for NPO registration and amendments, including prolonged name-change delays?

OUTCOME IMPLICATION

Publish and monitor service standards for NPO registration and amendments.

11 From outputs to outcomes

VOICE FROM THE CLASSROOM

THE QUESTION ASKED

How can the sector build a shared understanding of inequality and move from outputs to co-designed, co-implemented, co-decided and co-beneficial outcomes?

OUTCOME IMPLICATION

Define responsibility as co-shared but preserve clear accountability for each actor's power and resources.

12 Testing claims against scale

VOICE FROM THE CLASSROOM

THE QUESTION ASKED

Does the evidence establish causality, and are claims properly calibrated to CSI spending relative to GDP, social grants and the limits of treating CSI as one controllable pool?

OUTCOME IMPLICATION

Build stronger evidence, calibrate claims to the actual scale of CSI and pursue alignment as well as pooling.

Collective synthesis: from voice to accountability

Table-level feedback | What the classroom asked the CSI system to confront

ANONYMISED TRANSCRIPT SUMMARY

13

COLLECTIVE TABLE FEEDBACK

VOICE FROM THE CLASSROOM

Used a doctor-patient analogy to criticise treating communities as passive patients while government and business prescribe solutions.

OUTCOME IMPLICATION

Recognise communities as capable co-designers who define their needs, support and development parameters.

Other table-level findings

01 The sector lacks a shared language of impact.

02 Fragmented effort is not the same as coordination or impact.

03 The promises of 1994 require a more honest account of policy, implementation, beneficiaries and excluded groups.

04 The willingness of existing systems and power-holders to change must be tested, not assumed.

05 Government remains responsible for core public obligations; CSI and civil society should strengthen public action, not normalise state withdrawal.

06 Hope, national vision and practical action must sit alongside critique.

07 The information required to prove causality and impact should be specified and collected rather than treating conference assertions as settled evidence.

THE COLLECTIVE SYNTHESIS

Stronger evidence. Clearer accountability. Real community design power.

DAY 2: FROM DIAGNOSIS TO DESIGN

Day 2 shifted the Indaba from diagnosis towards design. Community leaders demonstrated the depth of unsupported local capability; the systems panel tested how capital, governance, technology and institutional partnerships could be reorganised; and President Thabo Mbeki placed CSI within the much larger challenge of a failed national social compact.

Craig Kensley

09

Day 2 facilitator | Real-life development, asset-based design and sector connectivity



DAY 2 FACILITATOR

Craig Kensley

Real-life development, asset-based design and sector connectivity

OUTCOME STATEMENT

Design from what communities already do, value and organise in real life; sequence capital after culture and use the Indaba network to move useful intelligence rapidly across the sector.

FROM PRESCRIBED SOLUTIONS TO COMMUNITY ASSETS

Core diagnosis

01 Policy, zoning and programme documents can describe a reality that differs sharply from how people actually live and use places.

02 Physical infrastructure does not create culture, community practice or social cohesion by itself.

03 Development actors frequently begin with deficits and prescribed solutions instead of local assets, associations and networks.

04 The room's slow information-sharing experiment exposed weak practical connectivity among actors who regard themselves as one sector.

05 The five challenges carried into Day 2 were skills, ownership of productive assets, value-chain inclusion, connectivity, and climate and water security.

From deficit-led programmes to asset-based design

Craig Kensley | Executive contribution summary

WHAT SHOULD SHIFT

Emerging outcomes

01 Asset-based community development becomes a design principle across CSI Indaba initiatives.

02 Investment is sequenced after community practice and demand rather than before it.

03 Self-organisation and social infrastructure are treated as measurable impact.

04 The Indaba becomes a live intelligence network through which tools, cases, pilots and evidence travel quickly.

WHAT SHOULD HAPPEN NEXT

Recommended follow-through

01 Require a real-life and community-use assessment before infrastructure or programme approval.

02 Map local assets, associations, leaders and informal systems before defining deficits.

03 Create a simple CSI Indaba knowledge network with topic channels, verified resources and named convenors.

04 Measure whether investment strengthens local organisation, networks and collective problem-solving.

WHAT PROGRESS COULD SHOW

Suggested indicators

- Percentage of designs preceded by asset mapping and community validation.
- Community practices sustained or strengthened after investment.
- Speed and reach of evidence and opportunity sharing across the Indaba network.
- Local organisations and networks holding implementation or governance roles.

The Missing Middle Voice Panel

10 / PANEL

Moderated by Sihle Mooi | Community leadership, access and institutional survival

COLLECTIVE OUTCOME STATEMENT

Redirect power and resources towards trusted local leaders whose knowledge and commitment are often deeper than that of well-branded organisations that speak on their behalf.



PANEL MODERATOR

Sihle Mooi

CEO, Greendale House Palliative and Hospice Care



Nhlanhla Mchunu*

Community leader | Children of South Africa

Flexible core funding and grassroots leadership



Kgomotso Khosa*

Cosmo City leader | Corporate and NPO experience

The three-community framework and capacity



Mlungisi Msibi*

Founder | Corinthians Africa

Civil society as essential infrastructure

IDENTITY TO BE CONFIRMED

Sport, nutrition and education leader

Sport as a pathway to mobility and opportunity

* Names paired with supplied portraits follow the filenames received and require final confirmation before publication.

Four community voices, one structural finding

The Missing Middle Voice Panel | What the classroom heard



Nhlanhla Mchunu*

Community leader | Children of South Africa

WHAT THIS EXPOSED

Episodic donations and rigid project funding do not sustain community-led work as needs change.

OUTCOME IMPLICATION

Provide multi-year flexible core support, including leadership salaries, safeguarding, learning and administration.



Kgomotso Khosa*

Cosmo City leader | Corporate and NPO experience

WHAT THIS EXPOSED

Disconnected definitions of community separate lived experience, delivery knowledge and enabling power.

OUTCOME IMPLICATION

Adopt three-community governance and fund institutional capability, not activities alone.



Mlungisi Msibi*

Founder | Corinthians Africa

WHAT THIS EXPOSED

Civil society stabilises communities and integrates safety, sport, care, technology and inclusion, yet is treated as a supplicant.

OUTCOME IMPLICATION

Recognise NPOs as co-governors and fund integrated local platforms with formal public-response routes.



IDENTITY TO BE CONFIRMED

Sport, nutrition and education leader

WHAT THIS EXPOSED

Sport programmes create mobility pathways, but transport, documentation and operating costs remain unfunded.

OUTCOME IMPLICATION

Use staged capital and operational support; measure scholarships, qualifications, income, coaching and exposure.

From hidden heroes to locally led systems

The Missing Middle Voice Panel | Collective outcome summary

WHAT SHOULD SHIFT

Emerging outcomes

01 Hidden community leaders are identified and funded directly or through fair, accountable intermediaries.

02 Community authority, trust and lived experience become due-diligence assets.

03 Flexible core funding is recognised as an impact investment, not an administrative indulgence.

04 Institutional capability and integrated civil-society platforms become direct funding objectives.

05 Intermediaries transfer resources, visibility and decision-making power to locally led organisations.

WHAT SHOULD HAPPEN NEXT

Recommended follow-through

01 Add local legitimacy, track record and community trust to funding assessment criteria.

02 Launch a multi-year unrestricted funding window covering leadership, operations, safeguarding and learning.

03 Require intermediaries to disclose resources and capacity transferred to local partners.

04 Use the three-community framework and fund governance, leadership and communications diagnostics.

05 Create formal public-response routes and staged capital for high-potential grassroots organisations.

WHAT PROGRESS COULD SHOW

Suggested indicators

- Share of funding reaching locally led organisations.
- Community ratings of trust, relevance and authority.
- Flexible-funding levels, founder retention and organisational resilience.
- Representation of all three communities and transfer of decision rights.
- Pathways into safety, scholarships, qualifications, coaching, work and income.

Systems, Transition and Enterprise Panel

11 / PANEL

Moderated by Reana Rossouw | Just transition, ECD systems, enterprise and sector governance

COLLECTIVE OUTCOME STATEMENT

Build proportionate governance and shared capacity systems that widen access to capital while connecting the just transition, ECD and social enterprise to locally led development.



PANEL MODERATOR

Reana Rossouw

CSI practitioner | Evidence discipline and governance



Carmen Mollmann

Just Energy Transition Funding Platform

Transition finance and community power



Prof Verne Harris

Nelson Mandela Foundation

Bottom-up ECD and land-reform ecosystems



Shawn Theunissen

Property Point and Entrepreneurship to the Point

Enterprise pathways and shared services

PRODUCTIVE TENSION

Grassroots leaders experience compliance as exclusion; funders regard governance controls as necessary protection against corruption and failure.

Four systems perspectives, one design challenge

Systems, Transition and Enterprise Panel | What the classroom heard



Reana Rossouw

Evidence discipline and governance

WHAT THIS EXPOSED

Partial expenditure data, one-size compliance and weak digital visibility distort who and what the sector can see.

OUTCOME IMPLICATION

Map the full capital landscape; make governance proportionate and build shared services and AI readiness.



Carmen Mollmann

Just transition finance

WHAT THIS EXPOSED

Transition finance cannot deliver justice if communities lack power, readiness and access to blended capital.

OUTCOME IMPLICATION

Build community participation, justice criteria and capacity pipelines into capital matching.



Prof Verne Harris

ECD and land-reform ecosystems

WHAT THIS EXPOSED

Isolated assets decay when practitioner voice, state capability, data, registration and maintenance are absent.

OUTCOME IMPLICATION

Fund bottom-up ecosystems and require lifecycle plans before new physical assets.



Shawn Theunissen

Enterprise pathways and shared services

WHAT THIS EXPOSED

Contradictory compliance, land tenure and duplicated back offices block capable enterprises from finance and markets.

OUTCOME IMPLICATION

Use shared services, barrier registers and finance criteria suited to customary land.

From compliance barriers to enabling systems

Systems, Transition and Enterprise Panel | Collective outcome summary

WHAT SHOULD SHIFT

Emerging outcomes

01 A fuller capital map replaces reliance on a partial CSI expenditure figure.

02 Governance becomes proportionate, supportive and risk-based.

03 Transition justice includes community power, jobs, gender and local ownership.

04 ECD and infrastructure are funded as ecosystems with lifecycle support.

05 Shared services and enterprise pathways reduce institutional barriers.

WHAT SHOULD HAPPEN NEXT

Recommended follow-through

01 Commission a comprehensive capital map and introduce tiered due diligence.

02 Provide shared governance, finance, monitoring, communications and digital services.

03 Map transition communities, jobs, skills and institutions; then fund readiness.

04 Require ecosystem and lifecycle plans; invest in networks, data and registration.

05 Create a barrier register and finance criteria suited to customary land and markets.

WHAT PROGRESS COULD SHOW

Suggested indicators

- Capital mapped beyond listed-company CSI; approval rates and compliance cost by organisation type.
- Local ownership, benefits, jobs and gender outcomes in the transition.
- ECD registration, subsidy, quality and five-year infrastructure function.
- Organisations using shared services and accessing new forms of finance.
- Jobs, revenue, survival, market access, collaboration and referrals.

DESIGN PRINCIPLE **Governance should protect public-purpose capital without excluding capable local institutions.**

Cross-day convergence, tensions and gaps

What the Indaba agreed, where choices remain, and what the evidence must still answer

WHAT HOLDS

Strong convergence

- Disconnected projects cannot overcome structural inequality.
- Communities must move from beneficiary status to agenda-setting and governance.
- Institutional capability inside government, civil society and local organisations is a legitimate investment outcome.
- Impact must capture power, capability, independence, durable institutions and economic pathways - not outputs alone.
- Coordination requires transparent governance, role clarity and evidence.
- South Africa needs a shared direction connecting local action to systemic and economic change.

WHAT MUST STAY VISIBLE

Productive tensions

- Systems change versus immediate relief: fund both and connect relief to structural action.
- Exit and independence versus permanent public need: reduce dependency or transfer capability without abandonment.
- Compliance versus access: keep governance proportionate and pair requirements with support.
- Pooling versus distributed capital: alignment and interoperable systems may be better than one fund.
- Partial CSI statistics versus the wider capital ecosystem: map the full landscape before making claims.
- Shared responsibility versus blame diffusion: specify the obligations of every actor.
- Community voice versus representation: establish mandate, selection and feedback routes.

WHAT IS STILL UNKNOWN

Important evidence gaps

- A verified map of major social-investment and development capital flows.
- Comparable evidence on which interventions reduce inequality, not only project outputs.
- Data on funding reaching locally led, rural and grassroots organisations after intermediary costs.
- Longitudinal evidence on organisational survival, participant pathways and post-funding continuation.
- Causal evidence connecting CSI interventions to institutional and systems change.
- A documented account of earlier social-compact commitments, implementation and failure.

Consolidated outcome and accountability framework

Workstreams 1-5 | Baseline, capital, co-governance, delivery and demonstration

IMPLEMENTATION INTENT

This framework converts the Indaba's Day 1 diagnosis and Day 2 design discussions into a manageable implementation agenda with named ownership, timing and a first deliverable.

WORKSTREAM	PROPOSED OWNER	TIMING	FIRST DELIVERABLE
01 **Shared inequality baseline**	CSI Indaba secretariat + research partner	0-6 months	Define the constraints, locations, population groups and baseline measures; publish an evidence register.
02 **Capital and portfolio mapping**	Research partner + participating funders	0-9 months	Map the wider capital ecosystem and programmes against the baseline; identify gaps, duplication and opportunities for alignment.
03 **Community co-governance standard**	Civil society + community representatives + funders	0-9 months	Agree minimum decision rights, representation and feedback standards for funded programmes.
04 **Government-CSI delivery compact**	DSD/NDA + provincial and district structures + CSI partners	0-12 months	Clarify funding routes, service standards, escalation paths and priority livelihood programmes.
05 **Collaborative demonstrator**	Independent governing body + contributing funders	6-36 months	Launch one place-based or thematic initiative at meaningful scale with audited public reporting.

Accountability framework, continued

Workstreams 6-10 | Capability, shared services, national dialogue and review

WORKSTREAM	PROPOSED OWNER	TIMING	FIRST DELIVERABLE
06 **Capability and independence measures**	Funders + implementers + evaluators	0-12 months	Adopt measures of agency, capability, ownership, institutional strength and post-funding continuation.
07 **Shared services and access**	Civil-society network + specialist partners	3-18 months	Provide tiered governance, finance, digital, monitoring and proposal support through low-bandwidth channels.
08 **National-dialogue contribution**	CSI Indaba leadership + constituted sector voices	0-12 months	Submit a community-grounded position on capital stewardship, the social compact and implementation priorities.
09 **Quarterly classroom**	CSI Indaba	Quarterly	Review evidence, publish decisions and follow up owners; foreground youth, grassroots and outsider voices.
10 **Three-year outcome review**	Independent evaluator	Month 36	Assess system, institutional and participant-level change against the baseline and publish lessons.

ACCOUNTABILITY RULE Every workstream should have an owner, deadline, public status and next review date.

Recommended first 90 days

The minimum sequence required to turn the report into an operating agenda

ACTION / 90 DAYS

FOUNDATION

Verify and govern

01 Confirm speaker and delegate names, titles, organisations and recorded undertakings.

02 Circulate the report to speakers for factual correction without reopening the substantive synthesis.

03 Appoint a small outcome steering group representing business, government, civil society, communities, academia and youth.

04 Agree the Indaba's definitions of inequality, impact, systems change, capability, independence, coordination and co-design.

05 Build the Day 1 evidence register and identify the most important claims requiring verification or research.

ACTIVATION

Extend and act

06 Extend the evidence register across Day 2 and commission a fuller map of capital beyond listed-company CSI.

07 Select the first collaborative demonstrator and commission a baseline before implementation.

08 Write to the Department of Social Development to confirm operational commitments and follow-up routes.

09 Verify and mandate community, youth, civil-society and practitioner representation for the national-dialogue submission.

10 Publish an action tracker with an owner, deadline, status and next review date for every agreed action.

Decision points for CSI Indaba leadership

Seven choices that determine whether the Indaba convenes, coordinates or stewards implementation

01 **Will the Indaba serve primarily as a convening platform, or also steward implementation and accountability?**

02 **Which one or two inequality constraints will receive concentrated attention first?**

03 **Will the first demonstrator use pooled funding, aligned funding under a common framework, or a hybrid model?**

04 **What decision rights will communities and grassroots organisations hold?**

05 **Which evidence standard will determine whether an intervention contributes to systems change?**

06 **What information will be public, how often will it be published, and who will independently verify it?**

07 **What formal role will the CSI Indaba play in national dialogue and any renewed social-compact process?**

DECISION DISCIPLINE

For every choice, record the accountable owner, evidence required, decision date and public communication route.

Conclusion

From shared diagnosis to accountable implementation

WHAT THE TWO DAYS PRODUCED

The two days did not produce a single programme prescription - and that is one of their strengths.

They produced a more demanding mandate: one that moves from honest diagnosis to shared power, capable institutions and accountable action.

WHAT DAY 2 MADE EXPLICIT

The boundary of CSI

The social contract cannot be rewritten through CSI budgets alone. The Indaba's distinctive contribution is to connect community evidence and practical social-investment experience to a larger national conversation about capital, public capacity, economic direction and accountable implementation.

THE MANDATE

Seven commitments

01 **Diagnose inequality honestly.**

02 **Listen to those excluded from power.**

03 **Recognise and finance local capability.**

04 **Connect investment to economic and institutional behaviour.**

05 **Coordinate where scale matters.**

06 **Preserve clear responsibility.**

07 **Measure growth in capability and power.**

THE NEXT TEST

The test is not whether the speeches are remembered. It is whether the CSI Indaba can show, within three years, that the shared diagnosis changed investment decisions, altered power relationships, strengthened institutions, expanded opportunity and helped build a credible national implementation agenda.

3

YEARS

2026 CSI INDABA OUTCOME REPORT

SOUTH AFRICA'S BIGGEST CSI CLASSROOM

A shared diagnosis. A mandate for accountable action.

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