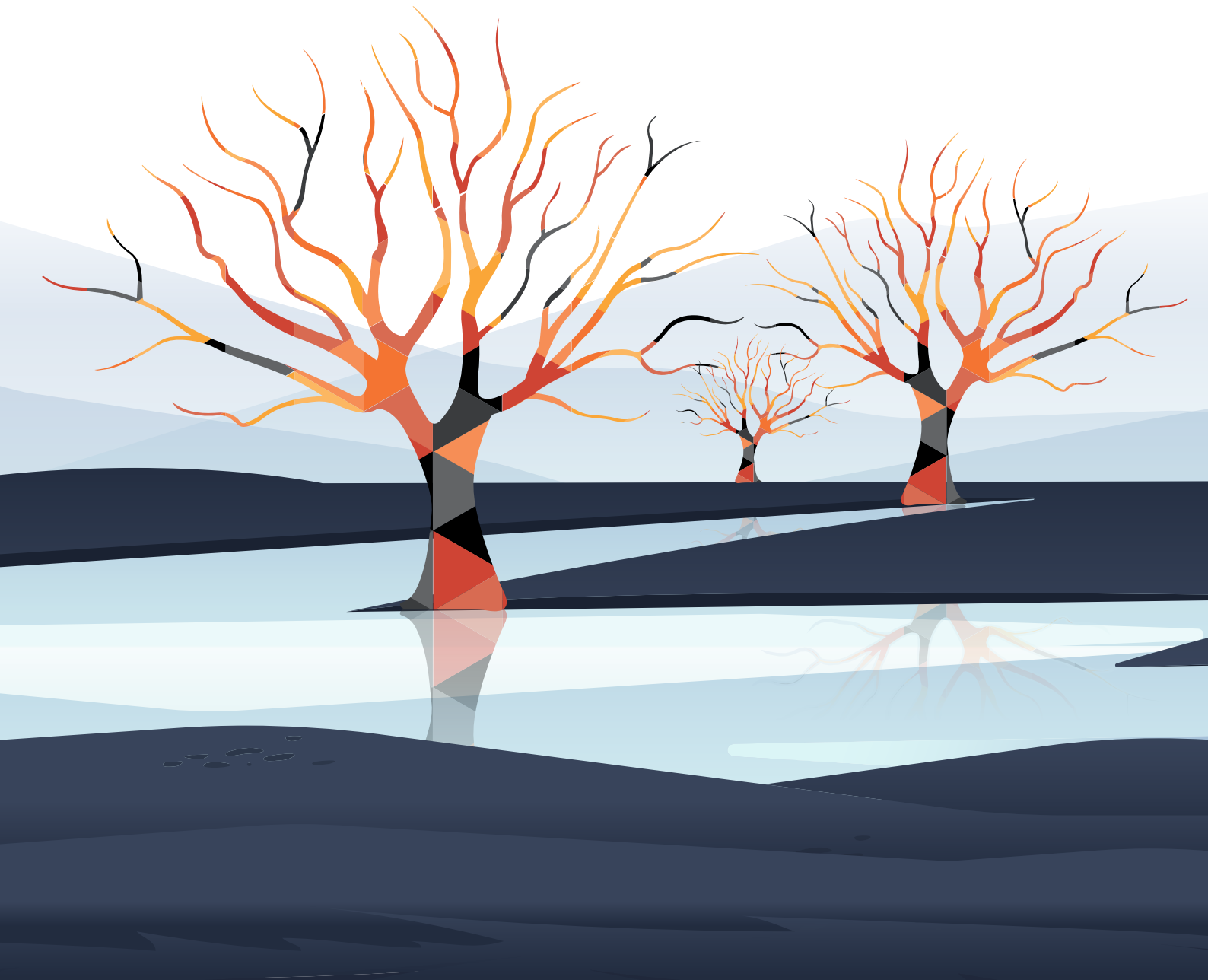




IPASA

INDEPENDENT PHILANTHROPY
ASSOCIATION SOUTH AFRICA

GUIDELINES FOR FUNDERS





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GUIDELINES FOR FUNDING AFTER SCHOOL PROGRAMMES (ASPs) IN SOUTH AFRICA

These guidelines have been created by The Learning Trust following the release of the report: 'Funding After School Programmes in South Africa'. They are designed to support funders who either wish to fund ASPs or who are already funding ASPs.

ASPs are uniquely positioned to support children and young people to stay safe, discover new skills, grow academically and prepare for a bright future. Smart investment can ensure that ASPs are able to provide high-quality programmes to young people. In the face of learning losses, and feelings of isolation and anxiety post-COVID-19 young people can benefit immensely from ASP support.

To fully support children and youth to thrive, we need an all-hands-on-deck strategy:

- ASPs can be a resource to local, district and provincial-level government, providing direct learner support, and partnering to provide expanded learning opportunities.
- Funders can move quickly to invest funds in evidence-based, community-driven ASPs.
- Key stakeholders can create networks to design, manage, and evaluate ASPs that are aligned with quality practices, and complement existing funding streams.
- Advocates can help share best practices, identify gaps in quality and access, and work toward securing funds for operational sustainability.

- Strong relationships between ASPs and funders can promote focus, coordination and collaboration to ensure that the available financial, knowledge and other resources are used efficiently and effectively.

The pandemic has exacerbated South Africa's education crisis and led to astounding learning losses, increased within-class heterogeneity and inequality across the system. Astute ASP investment has the potential to ensure that children and young people can emerge from this crisis confident, and hopeful – but we must tap every resource in our communities to help, starting with the ASPs that have long-lasting and close relationships with children and families.

There is often a perceived mismatch between the kind of systemic change funders are seeking to achieve with their investments and community-based ASPs. These guidelines illuminate how investments into the ASP sector can boost inter- and cross-sector coordination, and bolster implementation capacity for effecting systemic change.

The guidelines are arranged in sections as follows:

- 1. Funding Strategy & Processes**
- 2. Grantee Relationships**
- 3. Sector Collaboration**
- 4. Outcomes Tracking**

1. Funding Strategy & Processes

ASP FUNDING GUIDELINE

ASP FUNDING GUIDELINE	BENEFITS FOR ASP	BENEFITS FOR FUNDER
<ul style="list-style-type: none"> Focus funding on the ends, rather than the means. Provide unrestricted funding. 	<p>Enables ASPs to be more responsible, agile and forward-thinking.</p>	<p>Funders build a relationship of trust with ASP.</p>
<ul style="list-style-type: none"> Offer long-term funding (i.e. between 3-10+ years). Otherwise set and communicate multi-year funding intentions with calls for renewals. 	<p>ASPs can plan longer-term, deliver high-quality programmes, attract talent, respond to opportunities, and build sustainability.</p>	<p>Funders achieve longer-term and consistent outcomes.</p>
<ul style="list-style-type: none"> Calls for funding applications should include comprehensive eligibility criteria and requirements. 	<p>ASPs do not waste time applying for funding that they are not eligible for.</p>	<p>Reduces workload of reviewing and appraising applications.</p>
<ul style="list-style-type: none"> Simplify and streamline the process for applying for funding by staging the process; make the first phase of the application process as straightforward as possible. 	<p>Reduced time spent at each application stage. Further requests for information are indicative of progress in the application journey.</p>	<p>The requisite information is obtained, enabling funders to appraise applications quickly and efficiently.</p>
<ul style="list-style-type: none"> Develop inclusive grant policies that include supporting less-resourced or less-known NGOs. Consider working with an intermediary to deliver organisational development to ASPs. 	<p>Less-known and less-resourced NGOs can access funding and support to strengthen their organisations for greater accountability and sustainability.</p>	<p>The funder has a policy which is inclusive, and is able to build a pipeline of strong implementers for their portfolio. The sector grows and more historically underserved communities are reached.</p>
<ul style="list-style-type: none"> Simplify reporting by aligning timeframes with the financial year and other internal processes. Refrain from having onerous reporting requirements. 	<p>More cost effective deployment of staff time and resources (often more senior and most-expensive staff time is spent on donor reporting).</p>	<p>The funder is able to review portfolio performance in line with their organisational strategy, outcomes and budgets.</p>

2. Grantee Relationships

ASP FUNDING GUIDELINE

- Be a thought partner and grapple with the bigger picture. Be aware of and try to counterbalance the power dynamics by working towards balanced partnership rather than top-down approaches.
- Build trust and take the time to understand the implementer's work and their context. Visit implementation sites often, and read organisations' reports and research.
- Refer to ASPs' Theory of Change. Do not impose indicators or agendas. Rather co-create funding proposals and delivery agreements. Also refer to the last guideline re: ToC in Sector Collaboration below.
- Provide, fund or commission bespoke organisational capacity development.
- Meet original funding commitments. Make funding payments on time, and be upfront about payment lead times.
- Exit responsibly, with planned and well-communicated steps. Consider an exit grant, and connect exiting partners with potential funders where possible.

BENEFITS FOR ASP

ASPs can more openly and clearly communicate their challenges and responses to dealing with them.

The nuance and complexity of work on-the-ground is better understood and accommodated for when planning and setting targets.

ASPs can work strategically towards bigger goals, rather than in isolated silos towards shorter-term and smaller objectives.

Supports ASPs to build their operational capacity.

ASPs are able to operate effectively, and according to their annual plans, and are enabled to maintain a healthy cash flow and ultimate financial stability.

BENEFITS FOR FUNDER

A deeper understanding of the work of ASPs leads to more effective grantmaking.

Trusting partnerships will lead to greater transparency and openness, and risks can be better managed and mitigated.

Funders can identify organisational strengths and weaknesses, and provide additional support where needed.

Stronger implementing partners make for more impactful philanthropy.

Organisations are not compromised by late payments or irresponsible exits, and funders reduce reputational risk.

3. Sector Collaboration

ASP FUNDING GUIDELINE

	BENEFITS FOR ASP	BENEFITS FOR FUNDER
<ul style="list-style-type: none"> Prevent duplication and invest in collaborative efforts to coordinate, align and leverage resources. Convene implementers, funders and government to share approaches, strategies and lessons learned about what works and what doesn't. 	<p>ASPs can draw on one another's resources, expertise and networks. Better coordination will enable the ASP sector to become more cohesive and less fragmented.</p>	<p>Improved understanding of the ASP sector, resources available and challenges faced. Opportunities to align strategies and resources for greater impact will emerge.</p>
<ul style="list-style-type: none"> Invest in sector mapping. Ask: who is doing what, where, how, with whom and at what cost per outcome? What assessment tools are being used? Where are the gaps and where are we oversubscribed? 	<p>Alignment at a systems level will fill gaps and prevent duplication. By working collectively, the sector can position itself for significant and sustainable funding.</p>	<p>Funders will make more catalytic and less risky investments as ASPs shift to operating in a supportive ecosystem.</p>
<ul style="list-style-type: none"> Support ASPs to unlock public funding and work effectively with government to scale efforts towards improving learning outcomes. 	<p>ASPs can access large public funds, increase their capacity and reach more schools and learners.</p>	<p>Philanthropic spend becomes catalytic, and public funds are unlocked for systemic change. Funders will contribute to building the ASP sector and mobilising an ecosystem of support for learners.</p>
<ul style="list-style-type: none"> Invest in developing a Theory of Change (ToC) for the sector in partnership with ASPs and funders: Consider shared indicators with aligned outcomes; tools for monitoring and measuring; and combining datasets to report on collective impact. 	<p>Working within a shared framework will enable ASPs to work more collaboratively and collectively in building the evidence and investment case for the sector.</p>	<p>A simplified and consolidated MEL framework will allow funders to compare and align ASPs and support the sector to work more strategically and cohesively.</p>

4. Outcomes Tracking

ASP FUNDING GUIDELINE

- Invest in Monitoring, Evaluation & Learning (MEL). Begin with building internal ASP MEL capacity, and work towards more rigorous evaluations.

- Support sector research, and ensure that impact reports explore the cost and viability of scale. Ensure that findings are widely disseminated.

- Consider tracking Social & Emotional Learning (SEL) outcomes such as:
 - providing a safe space;
 - young people have at least one caring adult;
 - creating culture where young voices are heard;
 - access to positive role models;
 - access to opportunities;
 - trauma-informed practices;
 - gender sensitivity;
 - support in response to emergency situations; etc.

- Consider tracking academic outcomes such as:
 - increased school attendance rates;
 - reduced school dropout rates;
 - learners passing grades;
 - learners able to read for meaning by grade 4
 - learners calculating with confidence by grade 5
 - learners selecting maths in grade 10
 - good quality passes in matric;
 - achievement in key subjects (e.g. >50% in maths)
 - access to tertiary studies, learnerships or jobs;
 - youth in education, employment or training

BENEFITS FOR ASP

Builds ASP MEL capacity, improves data quality and lays the foundation for impact measurement.

ASPs can make data-driven decisions, and adopt approaches that have a cost-effective impact.

The full scope of ASP work is recognised by the funder.

BENEFITS FOR FUNDER

Ensures that funders can quantify their impact, and gain the biggest 'bang for buck'.

External evaluations inform the sector, and support funders to make strategic investments.

Builds strategic intentionality, and enables effective cross-sector collaboration whereby all parties are working towards the same goals and objectives, and measuring the same or mutually-supporting indicators.