

Centre on African
Philanthropy &
Social Investment
(CAPSI)

EVALUATION REPORT 2022



TABLE OF CONTENTS

ACKNOWLEDGEMENTS	ii
LIST OF FIGURES	iii
LIST OF TABLES	iii
LIST OF ACRONYMS	iv
EXECUTIVE SUMMARY	v
Introduction	v
Methodology	v
Key Review Findings	v
CAPSI Efficiency	vii
Recommendations	viii
1 INTRODUCTION	1
1.1 Purpose and objectives of the Review	1
1.2 Methodology of the review	1
1.3 Limitations	3
2 CAPSI DESCRIPTION AND AFRICAN PHILANTHROPY CONTEXT	4
2.1 Development of CAPSI and objectives	4
2.2 The problem that CAPSI seeks to address	4
2.3 CAPSI's approach to addressing the problem (programme description)	6
3 FINDINGS	7
3.1 Relevance and coherence of CAPSI programme design	7
3.1.1 Lessons from other similar centres/initiatives	7
3.1.2 CAPSI comparative advantage	7
3.2 CAPSI programme implementation	8
3.2.1 Programme management	8
3.2.2 Partnership arrangements	9
3.2.3 CAPSI finance	10
3.3 CAPSI performance	11
3.3.1 Relevance	11
3.3.2 Effectiveness	18
3.3.3 Efficiency	23
3.3.4 Sustainability	24
4 CONCLUSIONS AND RECOMMENDATIONS	26
5 REFERENCES	27
6 ANNEXURE 1: CAPSI THEORY OF CHANGE	28

ACKNOWLEDGEMENTS

CAPSI wishes to thank the Centre for Learning on Evaluation and Results (CLEAR-AA) for conducting the evaluation candidly and providing us with insights on how to improve our interventions as we grow and develop as well as implement new interventions. We have noted the recommendations and we will be working hard to implement them in the coming weeks and months. The evaluation is also a celebration of the work that the Centre has done since it was founded. This evaluation would not have succeeded without the efforts and input of various people-the CAPSI staff, our donors and supporters. WBS continues to give us a home and we are very grateful to the leadership at all levels. We look forward to sharing this report with our partners and growing together after all the Centre belongs to everyone in Africa and beyond.

LIST OF FIGURES

Figure 1:	Data sources and collection methods	2
Figure 2:	Number of students registered	15
Figure 3:	Country of origin of programme participants (n=20)	15
Figure 4:	Relevance of CAPSI courses (n=20)	16
Figure 5:	Lessons learnt in CAPSI classes are implemented effectively in the real world (n=20)	17
Figure 6:	Changes in workplace.	17
Figure 7:	Views and downloads of the CAPSI journal/s	21

LIST OF TABLES

Table 1:	Publications produced by CAPSI	12
Table 2:	PhD topics at CAPSI	19
Table 3:	List of publications in the IRPSI	22
Table 4:	Total number of events held by CAPSI	23
Table 5:	CAPSI main contributors	24

LIST OF ACRONYMS

AEPC	Almasi Executive Philanthropy Certificate
AGN	African Grantmakers Network
APN	Africa Philanthropy Network
AWDF	African Women Development Fund
CAPS	Centre for Asian Philanthropy and Society
CAPSI	Centre on African Philanthropy and Social Investment
CEFIS	Centre for Philanthropy and Social Investment
CHE	Council for Higher Education
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
CSRBS	Corporate Social Responsibility and Business in Society
DAPC	Dhahabu Advanced Philanthropy Certificate
DHET	Department of Higher Education and Training
DP	Deliberate Practice
FAFSE	Finance for Social Enterprises and NGOs
FIPC	Fedha Introduction to Philanthropy Certificate
IAP	Introduction to African Philanthropy
ICFM	Introducing the Community Foundations Model
IPASA	Independent Philanthropy Association of South Africa
ISTR	International Society for Third Sector Research
KCDF	Kenya Community Development Foundation
LL	Liquid Leadership in the 21st Century
M&E	Monitoring and Evaluation
OECD	Organisation for Economic Co-operation and Development
OSISA	Open Society Initiative for Southern Africa
PCP	Pakistan Centre for Philanthropy
PFF	Principles and Fundamentals of Fundraising
PhD	Doctor of Philosophy
RBM	Results-Based Management
SADC	Southern African Development Community
SAQA	South African Qualifications Authority
ToC	Theory of Change
ToR	Terms of Reference
VP	Venture Philanthropy

INTRODUCTION

This report provides an overview of the progress made towards the establishment of the Chair in African Philanthropy and its subsequent expansion into the Centre on African Philanthropy and Social Investment (CAPSI). The review focuses on four objectives. The first is the assessment of progress made towards the achievement of the Centre's objectives and outcomes as specified in the commissioning brief; the second is to examine the early signs of the Centre's success or failure and to recommend corrective actions to achieve the stated outcomes. The third is to identify the appropriate actions to address issues or problems in design, implementation, and management, and to reinforce initiatives that demonstrate the potential for success, and the final objective is to develop the Centre's theory of change, M&E (Monitoring & Evaluation) framework, and indicators.

It is important to note that the Chair and CAPSI play a critical role in the development of African philanthropy. CAPSI is currently running several programmes that seek to develop the skills and knowledge capacity of the various individuals and organisations in the philanthropy space in Africa. The Centre also focuses on research on African philanthropy and the research is conducted from a pan-African viewpoint. In addition, the Centre coordinates a large network of individuals and organisations in the African philanthropy space.

METHODOLOGY

The review covers the period from the inaugural hosting by the Wits Business School in 2016 of the Chair on African Philanthropy and the CAPSI period from 2018 to March 2022. It is pertinent to highlight that the inherent long-term nature of the programmes of CAPSI and the Chair mean that outcomes and impacts take a longer period to be realised and fully assessed. In evaluation terms, this review can therefore be regarded as a mid-term review and will highlight the progress being made towards the achievement of outcomes and impacts. The review employs various approaches to collect data from several sources including a desktop review of documents, interviews with numerous stakeholders involved in CAPSI, and interviews with research associates, CAPSI staff, and alumni.

KEY REVIEW FINDINGS

CAPSI's relevance and coherence

Overall, the Centre's objectives and its aims are viewed as highly relevant to the priorities and needs of philanthropy on the African continent. This is primarily because all activities engaged in by CAPSI are demand-driven and were designed through a participatory and consultative process.

Specifically, the teaching and training programmes are viewed by the intended beneficiaries as relevant and reflective of their workplace needs. The courses were developed in response to the findings of market research on the requirements of practitioners and professions in philanthropy and in consultation with relevant stakeholders.

Furthermore, the research approach adopted by the Centre is regarded as up-to-date and innovative as the research agenda and topics are demand driven. The Centre engages research associates from various African countries, which it regards as vital to expanding the geographic reach of the Centre and facilitating a pan-African research perspective. In addition, the research conducted has solicited information on philanthropy in Africa that was previously inaccessible or unavailable as it was done privately and anonymously. CAPSI's online journal is viewed as a highly relevant resource as it addresses some of the key challenges including the current lack of academic literature that explores philanthropy from a pan-African viewpoint. It is also unique on the continent and is open access and, thus, free.

CAPSI's partnerships are extremely relevant. CAPSI categorises its partnerships into donors, external partnerships with philanthropic institutions, and member associations with philanthropic and research professional associations that include strategic collaborations and memberships. All these stakeholders play a critical role in shaping the programmes run by CAPSI. The Centre's collaborative approach allows it to make use of its networks to further guide its research agenda and thus ensure the relevance of its research and knowledge production to the needs and priorities of the African philanthropic sector.

Progress towards outcomes and impacts

CAPSI is in its infancy and most of its programmes are nascent. The Centre is still formulating its programmes and some are currently in their initial implementation phase. The points explained below demonstrate CAPSI's likelihood of achieving its intended outcomes.

First, CAPSI has two master's degree programmes: A Master of Management in African Philanthropy degree programme by coursework, and a Master of Management by Research. The curriculum was recently approved and accredited and the first-ever cohort of students will start the courses in July 2022. These are pioneer programmes in sub-Saharan Africa. The approval and accreditation of the master's degree programme is crucial for the building of African philanthropy knowledge and skills. Furthermore, the two master's programmes will result in several research projects that will generate new knowledge.

Second, CAPSI offers a PhD in African Philanthropy as part of the overall PhD programme at Wits Business School and this is currently underway. All the PhD thesis topics contribute to research knowledge generation in African philanthropy. At the time of the review, CAPSI had produced four PhD graduates whose topics include philanthropy and social investment. They have been financially supported by CAPSI and supervised by CAPSI

personnel and other WBS faculty members. One of the graduates currently works for CAPSI/WBS as a lecturer, another works at the Graduate School of Business at Wits University as a sessional lecturer, a third is postdoctoral fellow, and the fourth is now a CAPSI associate researcher. Two doctoral students were expecting to submit their theses in May 2022, while ten doctoral students are doing their fieldwork and four are still to defend their proposals. Two additional doctoral students are studying at other

CAPSI has been effective in increasing the number of people able to teach on African philanthropy, increasing the number of academic scholars able to research African philanthropy and 'growing its own timber' by increasing its internal capacity with the help of the graduates.

universities. Through the early achievement of a small number PhD graduates and others which will follow, CAPSI has been effective in increasing the number of people able to teach on African philanthropy, increasing the number of academic scholars able to research African philanthropy and 'growing its own timber' by increasing its internal capacity with the help of the graduates.

Third, CAPSI also offers masterclasses on a wide variety of subjects. These two-day short courses are for individuals seeking to acquire knowledge and skills in African philanthropy or for professionals who want to strengthen their existing knowledge and skills. It is, therefore, possible to conclude that CAPSI has been effective in training newcomers and upskilling professionals in the field of African philanthropy. The delivery of these courses is also effective as they cater for the needs of working professionals. In addition, CAPSI has successfully customised various social investment executive education courses/modules, including The Business and Ethical Case for CSI, Effective Grant Making, and Effective Resource Mobilisation.

Fourth, evidence shows that CAPSI is making progress towards achieving the objective of promoting and furthering an understanding of the role of philanthropy and social investment in Africa and how individuals, communities and private sector organisations, are involved in philanthropic activities. The development of its online journal, which is called the International Review of Philanthropy and Social Investment, provides an open-access platform for researchers on African philanthropy to publish their research. In accordance with the pan-African perspective, the journal is housed under Sabinet, which is an online database for journals originating from the African continent.

The number of conferences hosted by CAPSI in its short lifespan and the wide variety of webinars that have been held suggest that CAPSI has been able to bring together people from various disciplines and backgrounds to share knowledge and experiences on the practice of philanthropy on the African continent. In addition to the conferences and events, CAPSI has also created networking platforms, discussion forums and spaces to engage with various stakeholders, both on the African continent and globally. The Centre has clearly been effective in achieving its objective of developing academic networks through workshops, conferences, and community outreach.

CAPSI EFFICIENCY

CAPSI has leveraged its networks efficiently to make best use of its limited financial and human resources. First, the organisational structure is not resource intensive, as the number of full-time staff members is small and a proportion of the salary costs are covered by Wits University. Second, CAPSI has access to Wits University staff members for support on administrative functions and teaching. Third, its partners assist with implementing joint programmes and the associated costs such as conducting research, guest lecturing, and hosting conferences. This approach has enabled CAPSI to implement several programmes despite limited financial and human resources.

Research efficiency

CAPSI capitalises on its non-core staff to perform much of its research function. First, the use of research associates from across the African continent, two visiting researchers and one honorary professor, is cost-effective as it eliminates travel costs and reduces salary costs. Second, the PhD programme serves to contribute to the research and knowledge production of the Centre. CAPSI's online journal streamlines the functions of knowledge generation and sharing thereby providing African researchers with an accessible platform through which to share knowledge on African philanthropy. The journal is open access, meaning that the public has free access to the articles and other resources published in the journal. In addition, the platform also allows the Centre to easily reshape the narrative on African philanthropy. CAPSI's aim is to obtain approval for the journal from the South African Department of Higher Education and Training (DHET) so that the journal's research and publications can be subsidised.

Teaching efficiency

CAPSI makes efficient use of its human resources in performing its teaching function. There are currently only three academic staff members teaching its various courses. In addition, CAPSI uses the services of its partners to teach and provide guest lectures etc. These include lecturers from the Wits School of Business and experienced leaders of philanthropic institutions. Graduates from its PhD programme are also contracted to teach. The drawback of having a limited number of teaching staff is that the non-core teaching staff members are not able to work on various CAPSI programmes. This disadvantages the CAPSI integrated programme implementation model. Furthermore, if postgraduate supervision is conducted by its three core staff members, the honorary professor, academics from the school and other schools, there is a likelihood of focusing on topics that further CAPSI's agenda.

Sustainability

The Centre's heavy reliance on donor funding from the Global North exposes it to risks including the difficulty of functioning if funding is withdrawn. CAPSI has several core donors that provide key financing for the operation of the Centre including payment of staff salaries and other donors fund specific projects. Project-based funding can distract from the focus of the Centre's objectives and goals and its temporary nature makes it unlikely that funding will be renewed beyond the timeframe of specified project(s). While the revenue streams from tuition fees, conference fees, and income from ad hoc training of philanthropic institutions are insufficient to run the Centre, they can contribute significantly to CAPSI's sustainability. Findings suggest that African donors are not yet supportive of the work done by the Centre thereby indicating the need for CAPSI to better explain its value proposition to potential donors on the continent.

CAPSI's funding model presents some risks. CAPSI is highly dependent on international donors and withdrawal of this funding would place the Centre in jeopardy, as would be the case if CAPSI was dependent on African

donors. Diversification and investment could be the solution to mitigate the funding-related challenges. To date, however, the Centre has gained more donors than it has lost. An additional risk is that CAPSI is understaffed, which, to date, has been a strategic decision for minimising expenses. This has necessitated drawing on the services and expertise of colleagues from the Wits Business School and across the industry to teach its students. Further, the Centre's journal, the *International Review of Philanthropy and Social Investment* is not yet registered with the DHET, meaning that it is not subsidised, nor does it receive incentives from the university.

The PhD programme has shown great potential for sustainability, not only for the Centre itself but also for the achievement of its objectives. Through the PhD programme CAPSI is increasing the number of researchers/scholars in the field and the number of people qualified to teach, not only at the Centre specifically, but also in the field in general. This is evidenced by the fact that all four PhD graduates have gone on to either teach at CAPSI or have become postdoctoral fellows at Wits University and continue to be affiliated with CAPSI as research associates. Enrolling and graduating PhD candidates ensures the sustainability of research on African philanthropy after their graduation.

CAPSI's strategic partnership model is critical to the Centre's capacity to operate. All its partners have, in one way or another, ensured its relevance to the field of philanthropy in Africa. They have facilitated its effectiveness by helping the Centre work towards achieving some of its objectives through joint programming, co-authoring publications, co-hosting conferences etc., and have made it possible for CAPSI to work efficiently despite funding constraints and limited human resources.



RECOMMENDATIONS

Recommendation 1: CAPSI management should consider strategies to create additional revenue and attract more funders. The absence of substantial endowment funds for the Centre impedes its geographic reach as well as the volume and scope of work. CAPSI must consider long-term strategic funding partnerships that will guarantee medium- to long-term funding for the centre. It is recommended that these funding partnerships should include funders from both the Global North and South. This will improve the sustainability of the centre.

Recommendation 2: The Chair and CAPSI have accomplished several initiatives using skeleton staff. Although the skeleton staff model is ideal for limiting the costs of running the centre, it is recommended that CAPSI invest in more core staff that can deliver teaching and supervision of master's and PhD students or that the Wits Business School and the University fund the teaching staff costs. This will ensure that the content of courses and the topics preferred by the postgraduate students are aligned with the Centre's goals and objectives.

Recommendation 3: CAPSI needs to broaden its reach, especially in Africa. While the Centre is intended to serve sub-Saharan Africa, most of the individuals who have attended various short courses are from South Africa. The PhD students are mainly from outside South Africa. CAPSI is encouraged to reach out to networks that can offer scholarships for individuals from underserved countries so that they can benefit from the short courses.

Recommendation 4: CAPSI needs greater integration with Wits Business School. When the Chair was created in 2016, one of the goals was to integrate philanthropy and ethical leadership into the programmes of the business school thereby influencing the current and future leaders of business who attend the business school courses. There is limited evidence of this integration.

Recommendation 5: CAPSI needs to consider developing a post-training feedback system. The Chair and Centre have demonstrated their evidence-based and participatory programme design process. While this is commendable, it is, however, recommended that CAPSI implements a system that tracks individuals who graduate from the various courses to ascertain the impact of the skills and knowledge they have gained on philanthropy in Africa.

The Centre for African Philanthropy and Social Investment's (CAPSI) roots are from philanthropic organisations that include TrustAfrica, the Southern Africa Trust, the African Women Development Fund and other members of the Africa Philanthropy Network (APN) formerly Africa Grantmakers Network (AGN). These organisations introduced the idea of a Chair in African Philanthropy when they established the AGN in 2009. The Southern Africa Trust and the University of the Witwatersrand later collaborated to develop the inaugural Chair in African Philanthropy in 2014.

Through insights and lessons from researchers, think tanks, academics, foundations, NGOs, and business sector practitioners from across Africa, the Chair in African Philanthropy later facilitated the development of CAPSI in 2018. Although CAPSI's origins were from the Chair in African Philanthropy, the idea of a Chair or several continues to exist. CAPSI is the first of its type in sub-Saharan Africa offering teaching, training, research, and community engagement in African philanthropy and social investment. The Wits Business School at the University of the Witwatersrand hosts the Centre.

CAPSI was established to promote social transformation by cultivating a culture of effective giving and corporate social and civic responsibility. It acts as an information source, a partner builder, and a catalyst for innovation and community involvement. The Centre aims to develop a new generation of African professionals, researchers, and academics in the spheres of African philanthropy, social investment, and related fields. CAPSI was founded to address the issue of a lack of formal documentation of African philanthropic activities; the knowledge gap caused by the lack of dissemination of African-authored literature; the predominance of external or Western-based literature about African philanthropy; and the lack of a pan-African narrative.

The Centre aims to develop a new generation of African professionals, researchers, and academics in the spheres of African philanthropy, social investment, and related fields.

1.1 Purpose and objectives of the review

CAPSI commissioned the Centre for Learning on Evaluation and Results in Anglophone Africa to review CAPSI's work for the period from its inception in 2014 to the end of 2021 (first as a Chair in African Philanthropy and then as CAPSI). The purpose of the review was to determine how well CAPSI programmes are designed and implemented, and the progress made by Centre in achieving its objectives. According to the Terms of Reference (ToR), the primary goals of the review were:

- To assess progress towards the achievement of the Centre's objectives and outcomes as specified in the commissioning brief;
- To examine the early signs of the Centre's success or failure and recommend corrective actions to achieve the stated outcomes;
- To identify the appropriate actions to address issues or problems in the design, implementation and management and to reinforce initiatives that demonstrate the potential for success; and
- To develop the Centre's theory of change, Monitoring and Evaluation (M&E) framework, and indicators.

1.2 Methodology of the review

The methodology adopted for this review was informed by the objectives of the review with cognisance being taken of the fact both the Chair in African Philanthropy and CAPSI (referred in this report as CAPSI) are institutions both still in their infancy and their outcomes and impact can only be accurately assessed after several years.

Therefore, the methodology adopted focused on assessing progress towards outcomes. Based on the terms of reference, the review team developed important review questions that concentrated on four core criteria: relevance, coherence, effectiveness, and efficiency. Sustainability criteria were more relevant for the Centre as an institution and not for its programmes.

The review used a mixed-method approach and drew data from different sources using different approaches. Data collection took place in two stages. The first was a desktop review conducted by the review team which focused on gathering information for understanding CAPSI's programmes and formulating questions for both the semi-structured interviews and the surveys. The document review also enabled the review team to answer some of the review questions. Second, the review team developed a mini tracer study instrument for individuals who had completed CAPSI's training programmes including certificate courses and masterclasses. The team also developed semi-structured interview guides for the various individuals identified during the document review. The team used the developed tools to collect data and Figure 1 illustrates the process followed.

FIGURE 1: Data sources and collection methods



DOCUMENT REVIEW

- Establishing the African Grant Makers Network
- CAPSI business plan
- First Ford proposal planning grant
- CCNY first proposal
- Mott proposal setting up the Chair
- Foundational paper providing the intellectual grounding for an African narrative
- The CiAP value proposition for WBS
- Literature review of similar programmes



ONLINE SURVEY

- Survey distributed to CAPSI previous and current students
- Survey distributed to CAPSI research associates
- Survey distributed to partners and other philanthropic organisations involved in CAPSI events



INTERVIEWS

- Semi-structured interviews with CAPSI staff
- Semi-structured interviews with dits staff affiliated with CAPSI
- Semi-structured interviews with Donors

Sampling frame

For the review, all CAPSI staff, donors, partners and programme participants including the postgraduate students, researchers, trainees, communities of practice etc. formed part of the sampling frame. The initial plan used a simple random sampling technique to select participants for the online surveys. This was to ensure that the review yielded accurate, unbiased, and representative information. After receiving the databases from the Centre, however, this technique was regarded as unsuitable as the population was too small and every person, therefore,

needed to be included. Thus, the most appropriate sampling technique for the quantitative component of this review was census sampling. When using census sampling, data is gathered from every member of the population (Olorunfemi, 2020). Purposeful sampling (as known as purposive sampling) was used to select participants for the semi-structured interviews.

Data analysis

Similar to the data collection procedure, the data analysis process employed mixed methodologies. The review team employed several approaches to data analysis that included desktop analysis, content analysis, and descriptive statistics. The objective was to triangulate the findings and reveal areas of complementarity of the various data sources.

1.3 Limitations

The first limitation of this review was that it was only able to assess the progress made towards the achievement of the intended outcomes to date as the centre is relatively new and its programmes will only realise outcomes after several years. Second, given the limited time allocated for the review and the global COVID-19 pandemic, the review team had limited data collection time thereby effectively reducing the response rate. Finally, some of the CAPSI programmes under review are not yet producing outputs (e.g. the master's degrees) and hence caution should be exercised when assessing their ability to produce the desired results.

2 CAPSI DESCRIPTION AND AFRICAN PHILANTHROPY CONTEXT

2.1 Development of CAPSI and objectives

CAPSI is the culmination of endeavours to develop the field of African philanthropy. Initially, the Africa Grantmakers Network (AGN) was established to provide a platform for various key philanthropic institutions engaged in building knowledge and inculcating the practice of African philanthropy. AGN facilitated the collective theorisation on the definition and description of philanthropy on the African continent by building an infrastructure for the thinking and practice of African philanthropy or philanthropies. With that purpose in mind, various African philanthropy foundations including TrustAfrica, the Southern Africa Trust, Kenya Community Development Foundation (KCDF), and the African Women Development Fund (AWDF), among others, focused on the need for the generation of knowledge for effectively promoting the teaching, research, and practice of philanthropy in Africa. This resulted in the establishment of the AGN in 2009 which is now known as the Africa Philanthropy Network (APN).

While the Africa Grantmakers Network established in 2009 made notable progress in terms of creating platforms, promoting associations between various networks/institutions, and defining agendas, there remained significant challenges in the African philanthropy sector that hindered its practice. To meet these challenges, the first Research Chair on African Philanthropy was established in 2014 as a collaborative effort between the Southern Africa Trust (a member of APN) and the University of the Witwatersrand. The establishment of the Chair benefited from insights and lessons learnt from researchers, think tanks, academics, foundations, NGOs and private sector practitioners from across the African continent and beyond. The Research Chair in African Philanthropy focused on research and teaching for the generation and publication of knowledge on philanthropy and its role in African societies. The Chair sought to address challenges related to the conceptualisation of African philanthropy and the strategic development and management of philanthropic initiatives to strengthen the competence and social impact of the sector's key players.

Through growth in its mandate and activities, the Research Chair on African Philanthropy naturally evolved into the Centre on African Philanthropy and Social Investment (CAPSI), which was established in 2018 for teaching, training, and conducting research on philanthropy taking place in Africa in general, and African philanthropy in particular. CAPSI aims to promote the practice of giving in Africa and beyond by implementing the following goals:

- To apply a pan-African perspective to the practice of giving, acquiring knowledge and developing theories, models and tools appropriate to the continent's experience, contemporary context and needs;
- To fill the existing gap in the body of knowledge on philanthropy in general, and African philanthropy in particular;
- To collate teaching material relevant for African practitioners, captains of industry, Corporate Social Responsibility (CSR) practitioners, students, and the broader civil society sector; and
- To positively impact society through innovative and ground-breaking research, social entrepreneurship, mentorship, and creativity by developing the pool of next-generation scholars and linking them to a network of social activists, donors, and philanthropy professionals.

2.2 The problem that CAPSI seeks to address

The ultimate goal of the Centre is to promote social change in Africa and beyond by building and encouraging a culture of effective giving, corporate social responsibility and civic responsibility. The Centre aims to serve as a source of knowledge, a cultivator of partnerships and a catalyst for innovation, community engagement and a heightened sense of citizenship and social responsibility throughout the African continent and beyond. Integral to CAPSI's goals is the development of a new cohort of African experts, researchers and academics in African

philanthropy and related disciplines. To achieve these goals, CAPSI has implemented programmes that address the following:

- Promote and further an understanding of the role of philanthropy in Africa and how it is practised by individuals, communities, and private sector organisations;
- Provide a teaching curriculum at undergraduate and postgraduate levels;
- Increase theoretical and applied research on philanthropy while adhering to and meeting standards of academic excellence;
- Develop academic research networks and best practices in philanthropy;
- Address key players in the philanthropic sector and strengthen their capabilities for analysis, management, and governance; and
- Advance informed and evidence-based policies.

Historically, African philanthropy has continued to lag in terms of the availability of knowledge, data, infrastructure, systems, communication, discourse and proper academic research. These challenges made it difficult to develop the field of African philanthropy, maximise the resources available to effectively create social change through philanthropic activity, and engage on a global level. This is because the collective evidence, knowledge, and information on African philanthropy were anecdotal at the time. In addition, it became increasingly important to revise, reframe, and conceptualise the history and narrative of giving in Africa so that it is rooted in theory and practice and is relevant in the African context. In addition, there was a need to show the nuances in practice between philanthropy in Africa and the rest of the world, particularly the West. It is therefore critical to acquire knowledge and develop models and tools that are suitable to African realities with the purpose of strengthening the role and impact of formal and non-formal giving mechanisms.

According to the literature, it remains less clear among academics and practitioners what the 'nuts and bolts' of African philanthropy are – how it operates, who sustains it, and what challenges it encounters (CAPSI, 2019). The literature distinguishes between philanthropy in Africa and African philanthropy. Scholars define philanthropy in Africa as the various types of giving that do not necessarily originate from Africa and are not necessarily performed by African people but which, nonetheless, take place in Africa (Moyo & Ramsamy, 2014). While much is known about philanthropy in Africa, knowledge and research on African philanthropy is scant (Fowler & Mati, 2019). The concept, thinking and practice of philanthropy stem from Euro-Western culture and economic structure (AGN, 2013) and have religious and capitalist origins. As a result, how it is defined in Africa is varied, which affects the way it is practised (Helly, 2013).

Literature indicates that contention surrounds the definition of African philanthropy. The concept of philanthropy has been reviewed, modified, and adopted to such an extent that scholars and practitioners have difficulty establishing a universally agreed-upon definition of African philanthropy (Helly, 2013). Traditional philanthropy does not fully capture the range of ways in which giving is practised in Africa (AGN, 2013). While there are a variety of definitions for African philanthropy, one point on which scholars and practitioners agree is that it transcends traditional and formal philanthropy practices (Mahomed, 2013; Kotiranta, 2019). Mahomed (2013) explained that African philanthropy involves a greater range of role players than traditional Western philanthropic practice does. African philanthropy involves a smaller and more formal set of philanthropic institutions. There is also the larger, but much more prevalent, set of diverse practices, mechanisms and traditions of giving. These include rotating savings and/or credit associations, communal asset-building mechanisms such as harambee, and the provision of assets such as oxen or equipment for farming and communal grain savings schemes for those who are in need. While these and other systems of mutuality and reciprocity are embedded in African societies and culture, they have largely been ignored or deemed inconsequential to mainstream philanthropy (Mahomed, 2013).

While there are a variety of definitions for African philanthropy, one point on which scholars and practitioners agree is that it transcends traditional and formal philanthropy practices (Mahomed, 2013; Kotiranta, 2019).



Scholars such as Mati (2016) asserted that African philanthropy is not a homogenous practice across the African continent. Instead, its definition and practice are as diverse as the various countries and sub-regions in Africa, but some share common features. Furthermore, Mati (2016) highlighted that African philanthropy is reflective of the ideologies, philosophies, and cultures of the various African countries and sub-regions. In Africa, acts of 'harambee', 'ubuntu' and 'ujamaa', combined with religious and faith-based giving, corporate donations, solidarity, and reciprocity are viewed as manifestations of African philanthropy. The multiplicity of contexts, cultures, practices and religions on the African continent informs the pluralities of existing realities of African philanthropy. Thus, scholars such as Mati (2016) argued that it is, therefore, more apt to talk of 'varieties' of African philanthropy than African philanthropy.

2.3 CAPSI's approach to addressing the problem (programme description)

CAPSI designed and implemented several programmes that seek to address issues in African philanthropy or philanthropy in Africa. CAPSI programmes focus on the following and aim to:

- Provide a teaching curriculum at the postgraduate level such as a master's degree programme and a variety of executive education offerings;
- Develop academic research networks and best practices in philanthropy;
- Address key players in the philanthropic sector;
- Advance informed and evidence-based policies;
- Give students the skills and competencies needed to launch and manage philanthropic initiatives and to take the agenda of African philanthropy forward;
- Build a community of experts in the field;
- Generate the knowledge – scientific knowledge – needed to define and/or create the paradigm of African philanthropy (research reports, publications, and policy briefs);
- Support a new generation of outstanding researchers to create an African research culture;
- Analyse strategies, challenges and opportunities for engaging the middle class and high-net-worth individuals in supporting development;
- Continuously identify research outputs/priorities, close the research gap between Africa and the rest of the world, and provide students with an understanding of the context in which African philanthropy is based, as well as its role and the stakes involved – including its recent evolution;
- Generate a synthesis of the best philanthropic practices in Africa; and
- Gain a better understanding and tap into philanthropy across various sectors to support development goals.

These programmes and their outcomes are further described in the theory of change (Annexure 1).

3.1 Relevance and coherence of CAPSI programme design

3.1.1 Lessons from other similar centres/initiatives

When the Chair on African Philanthropy was established, there were few centres in Africa situated in universities – the Centre for Civil Society (CCS) based in the University of Kwa-Zulu Natal, the John D. Gerhart Centre for Philanthropy at the American University in Cairo, and the Institute for Development Studies (IDS) at the University of Nairobi. CCS conducts research on civil society and acts as a networking hub for a wide range of organisations involved in enhancing the role of civil society in the country and region. The John D. Gerhart Centre promotes social change in the Arab region through building a culture of effective giving, corporate social responsibility, and civic responsibility. IDS promotes debate and encourages the utilisation of research findings in postgraduate teaching and training and in shaping the growth of development thinking, theory and practice with a particular focus on Africa. These institutions only focus on research on civil society and civic engagement and philanthropy in general; African philanthropy is largely omitted (CAPSI, 2019).

Similar centres in other countries include the Centre for Asian Philanthropy and Society (CAPS) and the Centre for Social Impact and Philanthropy (CSIP) located in Asia, the Centre for Philanthropy and Social Investment (CEFIS) located in Chile, Pakistan's Centre for Philanthropy (PCP), the Centre for Strategic Philanthropy (CSP) at Cambridge University and the Geneva Centre for Philanthropy (GCP). CAPS identifies and disseminates best practices, models, policies, and strategies that contribute to positive system change in the social investment sector in Asia (CAPS, 2016). CSIP and CEFIS are located at Ashoka University in India and Universidad Adolfo Ibanez in Chile, respectively, and advise philanthropy sector strategy through credible research and data, they convene platforms for norm-setting and collaborative learning and offer programmes that strengthen civil society capability and sustainability. Since the inception of CEFIS, there has been a transition from anonymous, catholic-influenced 'giving-the-cheque' practice to a more strategic form of willing giving which focuses on achieving social change and encouraging the use of entrepreneurial skills for social investment (Aninat & Fuenzalida, 2017). GCP is located at the University of Geneva and CSP is located within the University of Cambridge Judge Business School. These Centres work in close cooperation with the different faculties at the universities. They organise international academic conferences which offer open dialogue on innovative themes between academic researchers in the field and various stakeholders. PCP, a non-profit independent organisation in Pakistan has a research component producing publications, corporate surveys, occasional papers, and guidance documents on legal matters, and generally assisting in providing evidence and business insights into how individuals, companies, and government can address social challenges through philanthropy. The university-based philanthropic centres have been in existence for less than seven years. CEFIS was established in 2015 and CSIP established in 2016. GCP and CSP were established in 2017 and 2019, respectively.

3.1.2 CAPSI comparative advantage



The review showed that there are several offerings and components of the Centre that place it at a comparative advantage. First, the provision of academic tuition in the field of philanthropy in general, and specifically African philanthropy, is unique to the continent. In addition to its degree courses, the short courses/masterclasses are offered to both aspiring practitioners seeking to become experts in African philanthropy and social investment and to professionals seeking further professional development. The market research conducted

prior to the establishment of the Centre was strategic in ensuring that the courses offered provide the knowledge, skills, and qualifications needed on the African continent. Most of the courses offered by CAPSI can be regarded as unique pioneering courses in sub-Saharan Africa which address a gap in the offerings of other training institutions.



A second key comparative advantage is that of CAPSI's extensive networks. It is with the aid of these networks that the Centre was established in response to demands identified in the field. The establishment of the Africa Grantmakers Network was originally established as a platform for peer learning and setting an African agenda on philanthropy. It evolved into an academic Chair on African philanthropy in response to the lack of academically sound literature on African philanthropy and resulted in development of the Centre, which furthered the effort to close the knowledge gap on African philanthropy. All these developments were a result of discussions between various trusts, foundations, philanthropists and academics thereby ensuring that CAPSI's operations meet various diverse needs.



A third advantage is the location of the Centre within the Wits Business School (WBS). WBS is only one of two Business Schools in South Africa to be ranked among the top MBA (Master of Business Administration) programmes in the world (BusinessTech, 2021). The decision to locate CAPSI within the Business School was because WBS is known as a strong leader and influencer on policy issues. In addition, the Business School has inter-sectoral partnerships with the private sector, civil society, and government. Further, WBS views pressing societal issues, such as philanthropy, as a core and integral component of the world of business and not merely as a peripheral issue. Another key reason is that Vision 2022 of the Wits Business School indicates a strategic move towards enhancing its regional relevance and African identity. The latter involves WBS recognising, improving its understanding and professionally embracing the continent's many facets in their own right, not simply as contextualised interpretations of a Western universalism. The establishment of a Chair in African Philanthropy and CAPSI, with its explicit pan-African remit, marks a bold step and innovation in that direction.



Fourth, CAPSI has a unique pan-African focus, differing from other centres that focus largely on the specific countries in which they are located. Consequently, CAPSI seems to be the only centre that is truly pan-African. In addition, CAPSI is strategically housed at one of the top-ranking universities on the continent, not only adding to the Centre's legitimacy and visibility but also ensuring that the Centre has access to resources key to its functioning.



Finally, the Centre has launched an online journal which is currently the only such academic publication on the African continent and it focuses solely on African philanthropy and social investment. In addition, through the journal, CAPSI can set the agenda and discourse around African philanthropy. Practitioners can contribute to the journal by sharing their ideas or they can explore certain themes. In this way, CAPSI is a catalyst for change in the field of African philanthropy.

3.2 CAPSI programme implementation

3.2.1 Programme management

Currently CAPSI is managed by a Director and a Deputy Director. The Centre also has one full-time lecturer, two postdoctoral researchers and one graduate assistant on its staff. The Director, Deputy Director and lecturer are responsible for teaching various modules of the courses offered by CAPSI. The Deputy Director is also the

Academic Director for CAPSI and is responsible for coordinating the centre's academic and research activities. In addition to the academic staff, the Centre has operations staff, including one programme manager, one office administrator, one media and communications consultant, and one digital publisher. Within the Centre is the Honorary Academic Chair of African Philanthropy, providing management with advice and academic support. The appointment of the honorary chair supports CAPSI's legitimacy, both at Wits University and in the broader international academic community, as this individual is also the international advisory board member.

In addition to internal staff, the Centre receives support from the Wits Business School staff for the implementation of some of their programmes. CAPSI has a dedicated finance officer who is employed by Wits University but also works for CAPSI on a 60 per cent part-time basis. CAPSI also has two visiting researchers. The Centre further relies on a wide variety of partners to implement some of its functions including the hosting of conferences. Lastly, CAPSI has an advisory board, consisting of people from academic institutions, philanthropic institutions, and the private sector, among others. These individuals are important in guiding the Centre on emerging trends in the global philanthropic sector and providing access to various opportunities.

This organisational structure provides many benefits. First, the deliberately small number of full-time staff members at CAPSI reduces the amount spent on salaries and business expenses thereby allowing more financial resources to be spent on programmes and projects. Second, efficient teamwork ensures that the projects under the various portfolios are executed as planned. As a result, staff members within CAPSI do not work in silos, have a thorough and comprehensive understanding of all the functions of the Centre, and are able to contribute actively to the achievement of the vision. Third, the small number of staff members requires CAPSI to be an agile and flexible organisation. This may necessitate the outsourcing of certain projects or tasks that cannot be executed internally to service providers. While CAPSI employs a few postdoctoral fellows and has visiting researchers, the research function of the Centre is carried out mainly by the 27 research associates contracted by the Centre from across the African continent. Similarly, the teaching is carried out by the three academic staff members in CAPSI, however, these individuals only teach a few modules within each accredited course or short course masterclass. The other modules are taught by sessional lecturers within Wits Business School or by lecturers outside the university who are experienced leaders and researchers in the field of philanthropy. Finally, having a small team reduces the need for onerous and time-consuming bureaucracy which is typical within large organisations.

While CAPSI employs a few postdoctoral fellows and has visiting researchers, the research function of the Centre is carried out mainly by the 27 research associates contracted by the Centre from across the African continent.

There are certain disadvantages and challenges associated with the organisational structure, the first and most significant of which is the workload. The few full-time staff members are responsible for the projects within their portfolio of work. There are no internal support staff members, such as assistants, not even for the director. Second, the number of practitioners in the field of African philanthropy is limited and this creates challenges for staffing and for outsourcing work such as teaching. To address this shortage, CAPSI aims to increase the number of experts in African philanthropy through its courses, thereby growing the pool of experts in this field. An example is that of a PhD graduate of the Centre who was subsequently employed by CAPSI as a full-time lecturer. Another PhD graduate has been hired as a postdoctoral fellow in the Centre. Third, while support is available at Wits University, it may not be practically feasible to make extensive use of and rely on that support as the Wits lecturers already have heavy workloads. Fourth, being hosted by the university also creates further challenges to this organisational model because, for example, the university requires that supervisors of the master's and PhD students taught by CAPSI be university staff. CAPSI cannot, therefore, outsource these responsibilities.

3.2.2 Partnership arrangements

CAPSI has strategic partners including Trust Africa, the Southern Africa Trust, Kenya Community Development Foundation (KCDF), and the African Women Development Fund (AWDF), which have been vital to the design and establishment of the Centre. These institutions were responsible for the development of the African Grantmakers

Network and subsequently facilitated the establishment of the Chair of African Philanthropy and the Centre. In addition to the strategic partners, CAPSI has core donors that were critical to the establishment of the Chair and the Centre, including the Ford Foundation, Mott Foundation, and the Carnegie Corporation. In addition to the core donors, CAPSI has several other donors that provide funding for specific projects. Further, Wits University houses the Centre and thus, provides both financial and non-financial support including institutional infrastructure and administrative support.

CAPSI also has many external partnerships with various philanthropic institutions including the African Philanthropy Network, Trialogue, Inyathelo, International Society for Third-Sector Research, African Philanthropy Forum, African Union NEPAD, East Africa Philanthropy Network, and Epic Africa. Some external partners help to implement certain activities of the Centre, offer joint programming opportunities, assist with research activities, and host large collaborative conferences. A key point raised in this review is that it would be impossible for the Centre to carry out all its projects and achieve its objectives without assistance from structured and strategic partnerships. These external partners also assist with disseminating and promoting CAPSI's work. Furthermore, these partners assist in ensuring that CAPSI is aligned with the work that other global centres are doing in the field of philanthropy. For example, the Centre on Strategic Philanthropy at Cambridge University works with CAPSI to

address topics of common research interest, particularly in Africa. Partnerships also afford CAPSI additional resources to implement its projects.

The partnerships that have been forged have developed into long-term relationships as these institutions are invited to strategic sessions of the Centre, some teach on the various CAPSI courses, and others review the publications produced by the Centre and, at times, produce

joint publications with the Centre. It is clear that the strategic partnerships are integral and essential for CAPSI's operation because they also facilitate fundraising for CAPSI. These partnership organisations are also vital for capacitating CAPSI staff. The Centre has partners that are leading experts in the field of philanthropy and CAPSI staff members attend courses offered by these institutions. CAPSI, however, does not only partner with philanthropic organisations, but also with other kinds of institutions that can assist with various projects. There are currently discussions regarding a partnership with a communications institution to assist with communicating the work the Centre does. Finally, CAPSI falls within an umbrella network and is a member of various associations such as International Sector for Third Sector research (ISTR), Independent Philanthropy Association of South Africa (IPASA), Association for Research on Non-profit Organizations and Voluntary Action (ARNOVA), and WINGS.

3.2.3 CAPSI finance

Donors

Several core donors including the Ford Foundation, Charles Stewart Mott Foundation, the Carnegie Corporation of New York, and the Open Society Foundation currently fund the Centre. The various programmes implemented by the Centre as well as salaries for the administrative staff are funded by international donors. The administrative and other staff members' salaries are covered by donor funding. CAPSI also recently signed Memorandums of Understanding (MoUs) with the Reckitt Benckiser and Gilead, Trust Africa, African Philanthropy Forum, East Africa Philanthropy Network, and the Africa Philanthropy Network. Some of these donors are project-specific and others are African-based. The disadvantage of funding for specific projects is that it limits CAPSI in terms of how the money can be utilised and also focuses resources on activities which may be different to the key objectives of the Centre.

Generated income

CAPSI primarily generates its income by providing tailored training courses to institutions and organisations upon request.

Fees (student)

The second source of income is effectively only a potential source and this comprises the tuition fees from the accredited degree programmes offered by CAPSI through Wits University.



Donations

The CAPSI Director is generally responsible for fundraising for the Centre.

A key advantage of this funding model is that financial support is also received from the university. This is because donor funding is insufficient and has declined over the last few years and cannot, therefore, be relied upon. CAPSI is fortunate to currently have donors who espouse the cause and who have continued to support the Centre. Another source of funding is the income generated through the various training courses and degree and diploma courses offered.

One criticism of the Centre's finance is that it is only funded by international donors, despite being a Centre on African philanthropy. Considering the recent decline in funding, CAPSI must address the issue by diversifying their sources of funding, ideally sourcing funding from African foundations. Unfortunately, funding is unlikely to be forthcoming from this source as recent research has found that African donors show little interest in financing African philanthropy. Support for CAPSI from donors from Africa would also strengthen its pan-African status and impetus.

3.3 CAPSI performance

3.3.1 Relevance

The Centre and its objectives are relevant and important to the priorities and needs of philanthropy on the African continent. The review revealed that all the goals and activities engaged in by CAPSI are demand-led. This includes training and teaching, research and knowledge production and the networks and platforms for knowledge sharing. The relevance of CAPSI in Africa has been strengthened by the fact that CAPSI was established through a participatory approach and its programmes/components have been developed through discussion and agenda-setting with various key stakeholders in the field of philanthropy in Africa, both by those in academia and those who practice it in the field.

The various teaching and training programmes have been proven to be relevant by virtue of the fact that the courses, both the degree courses and the short courses aimed at professionals, were developed in response to market research conducted by the Centre and a participatory process that factored in views from relevant stakeholders. Practitioners of philanthropy in Africa identified key areas and skills that are required to contribute effectively to the philanthropic sector on the continent. The market research conducted by CAPSI showed that there is a demand for philanthropy training courses. Thus, the supply provided by CAPSI is a direct response to this demand. In addition to the market research, this participatory approach to developing the courses included consultations with other philanthropy centres across the globe for CAPSI to gauge what other centres are offering in their countries and regions. Furthermore consultations with various partners contributed to the development of the courses. The consultations included, among others, academics, practitioners and foundations – all of which have a vested interest in making the best and most relevant courses available. In addition to the alignment of the skills demand and supply, it is also pertinent to note that the different training offerings and CAPSI's delivery modes are also suitable for the needs of the variety of stakeholders targeted. For example, the masterclasses, which run for two days, are suitable for busy professionals who require upskilling and have limited time for professional development. This delivery approach is viewed as relevant to the needs of the people operating in the sector.

The market research conducted by CAPSI showed that there is a demand for philanthropy training courses. Thus, the supply provided by CAPSI is a direct response to this demand.

Even more pertinent is the research component of the Centre. This component was regarded as key for closing the knowledge gap on African philanthropy which was identified as a challenge to the field prior to the establishment of the Chair. The review team's desktop analysis concurs with the respondents that very little academic and reliable literature on African philanthropy was available prior to the work of the Chair and the Centre. The knowledge generated from the research informs other work that CAPSI does, including the development of the curriculum, the academic peer-reviewed journal publications, and knowledge dissemination through the various knowledge

products and platforms. In addition, the research component has enabled CAPSI to contribute to re-shaping the narrative on African philanthropy.

The literature on African philanthropy indicates that the generally held view of African philanthropy from researchers and scholars from Western countries is that Africa is dependent on receiving aid from the North. This view entrenches the impression that Africa and its people are supported solely by international aid/development despite this being an inaccurate reflection of philanthropy on the African continent. The view of various African scholars is that new and reliable evidence is warranted to change the prevailing false narrative. Several publications from CAPSI have shown that philanthropy in Africa thrives in various forms and that even in African communities/countries that are regarded as poor, there are philanthropic activities that are initiated by those who are also regarded as poor.

CAPSI achieved its research objectives with the aid of its internal staff, the research associates, post-doctoral fellows, and doctoral candidates contracted by CAPSI from various African countries. Assistance from African researchers outside South Africa ensures that the research and knowledge generated is from an authentic pan-African perspective. The online journal created by CAPSI – International Review of Philanthropy and Social Investment – is of particular relevance as it addresses some of the key challenges of African philanthropy. These challenges include the prevailing lack of academic literature on African philanthropy from a pan-African viewpoint, which is relevant as it provides African researchers and scholars with a platform from which to publish their articles. Several individuals interviewed for this review described the difficulties they experienced in publishing their work in international journals as the criteria and conditions precluded many African philanthropy scholars from publishing articles. In addition, the online journal is the only one of its kind on the continent and as it is open access, the public can access information for free. Furthermore, the journal is relevant as it enables the narrative from a pan-African perspective and also allows CAPSI to shape the current debate and discourse around decolonising the development space. The research is also relevant because unlike the funding provided by international philanthropic institutions, funding in Africa has largely been private and anonymous. The research conducted by CAPSI, therefore, provides access to information previously not available on the funding practices of African institutions. In essence, the research platforms provided by CAPSI enable African researchers to tell their own stories to the world. Table 1 lists the publications produced by CAPSI:

TABLE 1: Publications produced by CAPSI

ARTICLE TITLE	ARTICLE TYPE	YEAR	STATUS
Editorial: Birth of the International Review on Philanthropy and Social Investment	Editorial	2020	Published
Gifts and philanthropy environment in contemporary Kenya: agency and structural determinants	Research article	2020	Published
Institutional philanthropy and popular organising in Africa: some initial reflections from social movement activists	Research article	2020	Published
Exploring the meanings of philanthropy in rural context: the case of Zimbabwe	Research article	2020	Published
Corporate philanthropy and firm value in Africa: a case study of selected firms in South Africa	Research article	2020	Published
Analysis of corporate social responsibility of the African 'internationalisers' versus non-African founded MNCs	Research article	2020	Published
NGOs activities and local government spending in Upper West region of Ghana: are they complements or substitutes?	Research article	2020	Published
Corona, the butterfly that flapped its wings	Field note	2020	Published
Defending open societies in the context of COVID-19: the role of philanthropic foundations in responding to the pandemic and the case of the Open Society Initiative for Southern Africa	Field note	2020	Published

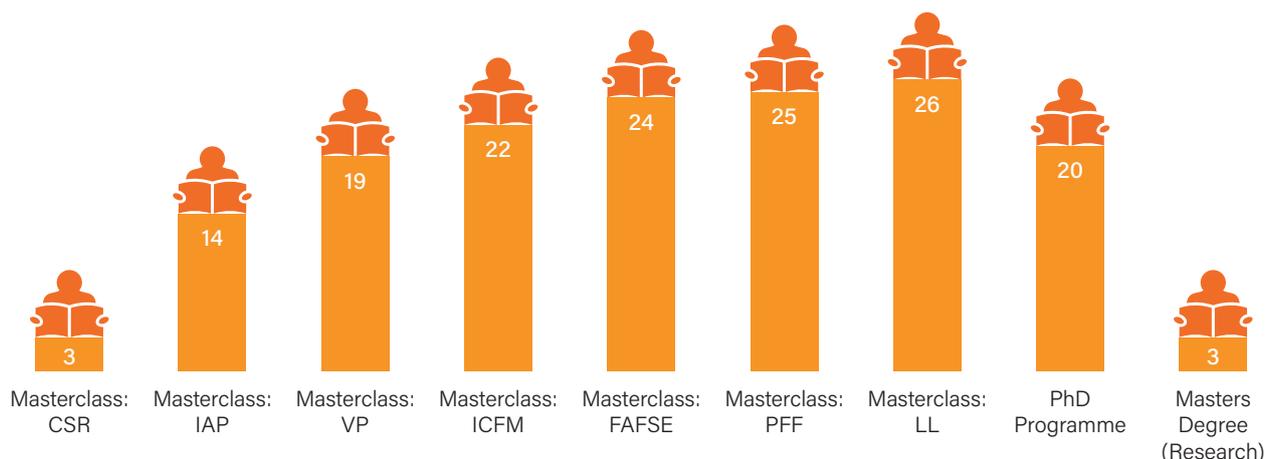
ARTICLE TITLE	ARTICLE TYPE	YEAR	STATUS
Giving with a purpose: ten years of touching lives by the TY Danjuma Foundation	Field note	2020	Published
Synergos: philanthropy's bridging role in the COVID-19 pandemic in Africa	Field note	2020	Published
Unrestricted impact: field note on a mixed-method project studying the effects of unrestricted funding on grantees' organisational and project impact	Field note	2020	Published
Adapting to COVID-19: experiences of a philanthropy infrastructure organisation	Field note	2020	Published
Organized private sector charitable giving: reflections and lessons from the coalition against COVID-19 (CACOVID) initiative in Nigeria	Research article	2022	Published
Reflections on baseline data collection: lessons from Mount Darwin, Zimbabwe	Field note	2022	Published
Notes taken during Operation Restore Hope between March and December 2019	Field note	2022	Published
Literature Review related to philanthropy in six African countries: Algeria, Cameroon, Democratic Republic of Congo (DRC), Morocco, Senegal, and Tunisia	Research article	2022	Under review
A deep dive into philanthropic organizations in Africa: The case of Liberia, Sierra Leone, Lesotho, Swaziland, Comoros, and Seychelles	Research article	2022	Under review
IPASA's role in changing the way philanthropists change the world.	Field note	2022	Under review
Practicing strategic philanthropy: more notes from the field	Field note	2022	Under review
Trends in domestic resource mobilisation and Community Foundation Organisations in Africa	Research article	2022	Under review
What do we know about high-net-worth individuals in Africa? An exploratory study of six countries (Liberia, Sierra Leone, Lesotho, Eswatini, Malawi, and Namibia)	Research article	2022	Under review
Strategic responses to COVID-19 grand challenges: why and how African non-profits may embrace digital transformation	Research article	2022	Under review
Towards understanding philanthropic organisations in Africa: the case of Malawi, Namibia and DRC	Research article	2022	Under review
African philanthropy: context, contestations and overview of regulatory frameworks in some selected African countries	Research article	2022	Under review
Unpacking the dynamics of philanthropic foundations in Francophone Africa: The cases of Mali, Burkina Faso, Gabon, Côte d'Ivoire, and Chad	Research article	2022	Under review
Private philanthropic cross-border flows and sustainable development in Africa	Research article	2021	Published
Landscape analysis of social investment in East Africa	Research report	2021	Published
African philanthropy: context, contestations and overview of regulatory frameworks in Ghana, Nigeria, Ethiopia, Uganda, Libya, and Egypt	Research report	2021	Approved
Findings from a Scoping Study on mapping African philanthropic foundations in Ghana, Nigeria, and Cameroon	Research report	2021	Approved
Community philanthropy in Malawi	Research report	2021	Approved
High-net-worth philanthropists: case of three selected countries (Mauritius, South Africa, and Zimbabwe)	Research report	2021	Approved
A deep dive into philanthropic organisations in Africa: the stance of Liberia, Sierra Leone, Lesotho, Seychelles, Comoros, and Swaziland	Research report	2021	Approved
High net worth individuals in six selected countries: Liberia, Sierra Leone, Lesotho, Eswatini, and Namibia	Research report	2021	Approved
Mapping philanthropic foundations in five French-speaking countries: Mali, Burkina Faso, Gabon, Côte d'Ivoire and Chad	Research report	2021	Proofreading

ARTICLE TITLE	ARTICLE TYPE	YEAR	STATUS
Literature review related to philanthropy in six African countries: Algeria, Cameroon, Democratic Republic of Congo (DRC), Morocco, Senegal, and Tunisia	Research report	2021	Proofreading
Mapping African philanthropic landscape: a review of HNWI (high-net-worth individuals) intervention in three French-speaking countries: Mali, Gabon, and Côte d'Ivoire	Research report	2021	Proofreading
"Giving is in our DNA": continuity and change in Sierra Leone's community philanthropy landscape	Research report	2021	Proofreading
Community philanthropy: home-grown solutions as an approach for nation building and resilience in Rwanda	Research Report	2021	Proofreading
Understanding the operations of philanthropic organizations in Africa: case of six selected countries (South Africa, Zimbabwe, Zambia)	Research report	2021	Inspection by team
Philanthropic organisations: Malawi, Namibia, and DRC	Research report	2021	Inspection by team
Fusing the philanthropic and COVID-19 contexts emerging themes from the 2nd African Philanthropy Conference	Conference report	2021	Proofreading
Barriers to African civil society in Africa building the sector's capacity and potential to scale up	Research report	2021	Proofreading
Domestic resource mobilisation and community foundation organisations in Africa: a first exploration	Research report	2021	Under review
High-net-worth individual philanthropy in East Africans	Research report	2021	Under review
Report of the study on community philanthropy In Mali	Research report	2021	Under Review
Response to COVID-19	Book	2021	Production
African philanthropy	Book	2021	Proposal
Will the impact of COVID-19 attenuate attitudes towards helping others and charitable organisations to influence charitable donations? Evidence from South Africa and the United States	Research report	2021	Commissioned
Innovations in philanthropic giving - CACOVID and the Solidarity Fund	Research report	2021	Commissioned
African philanthropy in crisis and non-crisis periods	Book	2022	Under review

With regard to the research associates, one of the key findings of the survey is that they play a valuable role in the achievement of CAPSI's objective of promoting and furthering an understanding of the role of philanthropy and social investment in Africa. The research associates conduct research on various topics of African philanthropy and expand the knowledge base of African philanthropy through presentations and publications. The research associates are based at universities in various African countries and hail from diverse academic backgrounds. This diversity promotes a unique interdisciplinary research agenda which is vital to the success of the Centre. In addition, the current dominant knowledge of philanthropy in Africa has been from Western and European perspectives. This research associate programme upholds the knowledge of philanthropy from an African viewpoint, which is in contrast to prevailing historical theories. The associates also reinforce the pan-African ideals of CAPSI.

The courses offered by CAPSI include masterclasses, master's degrees, and PhD programmes. Masterclass courses include the following: Introducing the Community Foundations Model (ICFM); Corporate Social Responsibility and Business in Society (CSR); Finance for Social Enterprises and NGOs (FAFSE); Introduction to African Philanthropy (IAP); Liquid Leadership in the 21st Century (LL); The Principles and Fundamentals of Fundraising (PFF); and Venture Philanthropy (VP). Figure 2 shows the number of students registered for the courses offered by CAPSI. The masterclass in LL has the highest number of students (26) and the masterclass in CSR has the lowest number of students (3).

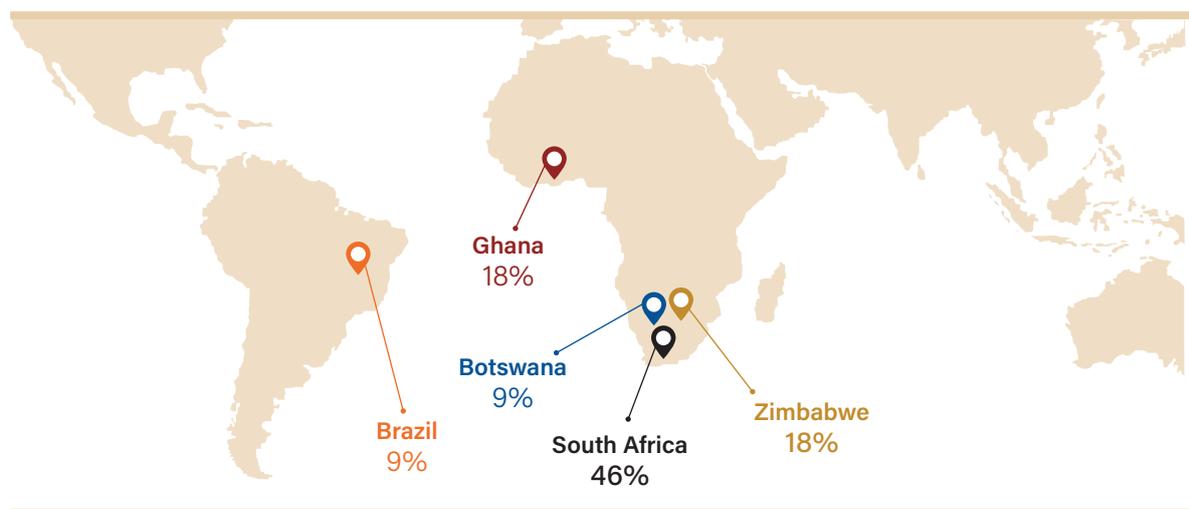
FIGURE 2: Number of students registered in courses offered by CAPSI



Source: CAPSI at Wits Business School, 2021.

Most of the students were from Southern Africa. South Africa had the highest number of students registered in African philanthropy courses with CAPSI (45 per cent). About 18 per cent of students were from Zimbabwe. Only nine per cent of students were based in Brazil. Figure 3 shows the participants' countries of origin.

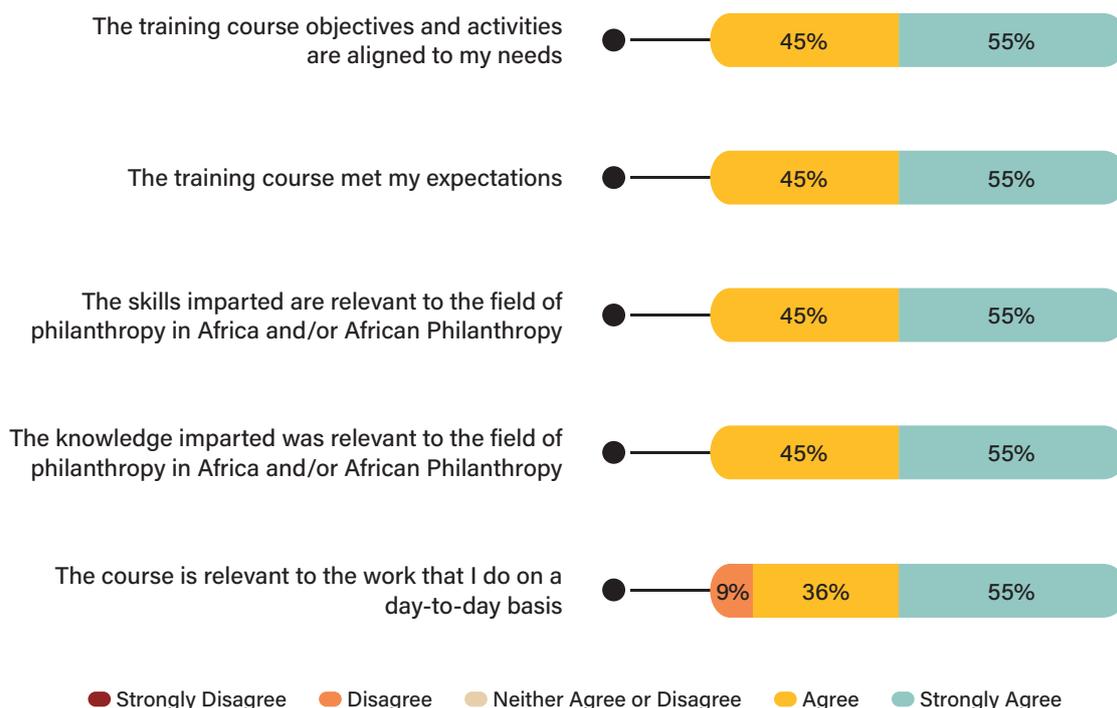
FIGURE 3: Country of origin of programme participants (n=20)



Source: CAPSI Review: Student Survey data, 2022

The students were asked about the relevance and training approach of the CAPSI course programmes. A Likert-scale method was used and the options available were 'strongly disagree,' 'disagree,' 'neither agree nor disagree,' 'agree' and 'strongly agree.' Figure 4 indicates that 55 per cent of students strongly agree that the knowledge acquired from attending the course is relevant to the work they do on daily basis. Of the respondents, 64 per cent indicated that the knowledge acquired was relevant in the field of African philanthropy. The respondents were also asked to indicate whether the skills imparted were relevant in the field of African philanthropy and the results showed that 55 per cent were of the view that skills imparted were relevant to the field.

FIGURE 4: Relevance of CAPSI courses (n=20).



Source: CAPSI Review: Student Survey data, 2022

Figure 5 shows that 73 per cent of the respondents agreed that applying the knowledge and skills gained from CAPSI courses improved their organisations' alignment with the needs of their funders. Only nine per cent strongly agreed with this. Thirty-six per cent of respondents indicated that applying the knowledge and skills gained from CAPSI courses had enabled them to become change-makers in the field of philanthropy and social investment. A further 36 per cent of respondents strongly agreed. Most of the respondents indicated that by attending CAPSI

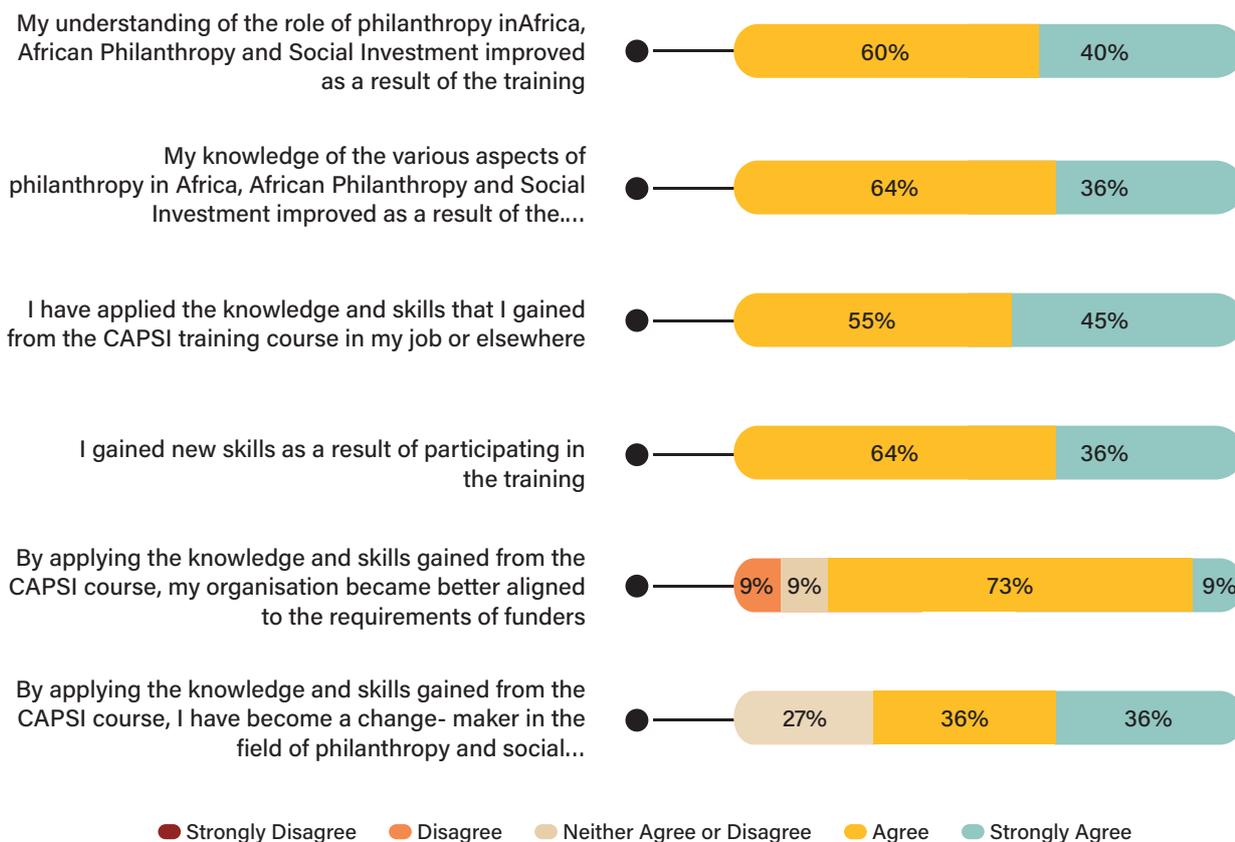
Thirty-six per cent of respondents indicated that applying the knowledge and skills gained from CAPSI courses had enabled them to become change-makers in the field of philanthropy and social investment.

courses they gained new skills because of programme. Figure 5 indicates that 64 per cent of respondents agreed that they had gained new skills and 36 per cent strongly agreed. A statement was included to assess whether CAPSI courses had improved the participant's knowledge of Africa, African philanthropy, and social investment. Of the respondents, 64 per cent agreed that the course programme improved their knowledge of African

philanthropy and 36 per cent strongly agreed. The respondents also indicated that their understanding of the role of philanthropy in Africa, African philanthropy, and social investment had improved because of the training. Sixty per cent agreed and 40 per cent strongly agreed.

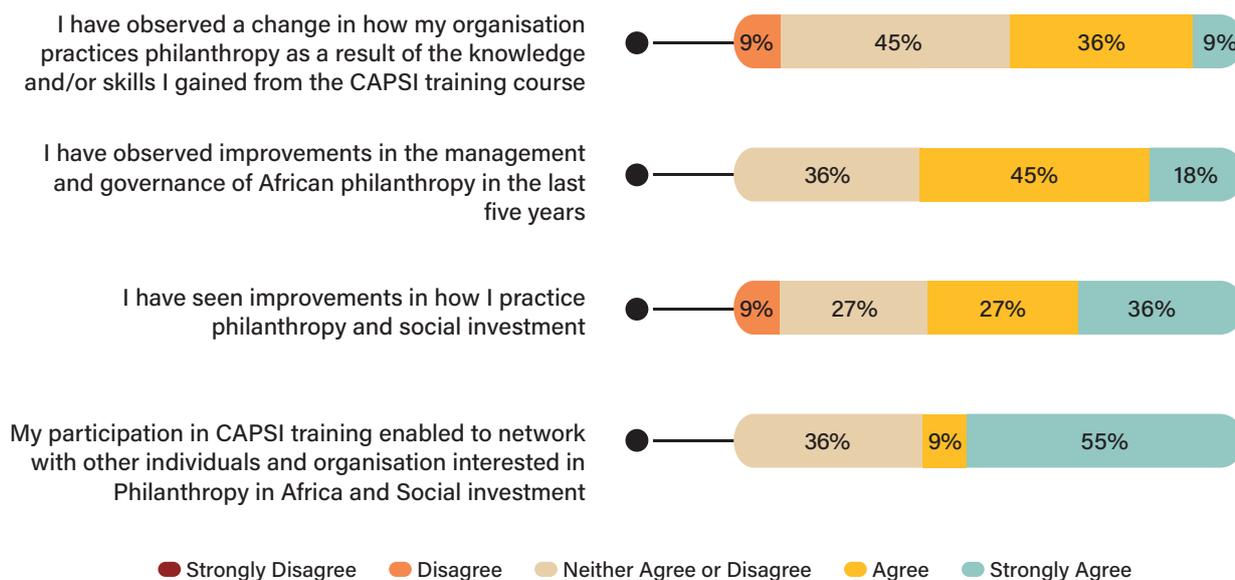
Figure 6 shows respondents' perceptions in terms of improvements observed in the workplace. Of the respondents, 45 per cent indicated that they neither agreed nor disagreed that they observed a change in how their organisation practices philanthropy as a result of the knowledge and/or skills gained from CAPSI courses. Thirty-six per cent indicated that they observed changes in terms of how philanthropy is practised in their organisations. Of the respondents, 45 per cent indicated that they had observed improvements in the management and governance of African philanthropy in the last five years and 36 per cent of the respondents were unsure. More than half of the participants (55 per cent) indicated that their participation in CAPSI training enabled them to network with other individuals and organisations interested in philanthropy in Africa and social investment and 36 per cent of the respondents were unsure.

FIGURE 5: Lessons learnt in CAPSI classes are implemented effectively in the real world (n=20)



Source: CAPSI Review: Student Survey data, 2022

FIGURE 6: Changes in workplace.



Relevance of CAPSI network

All CAPSI's networks are strategic and all facilitate the achievement of its various objectives and goals. It is clear from the review that all partners with whom CAPSI has established relationships are relevant to the Centre's work. Each partner contributes unique and relevant expertise. For instance, this might be by creating associations for CAPSI to participate on international platforms or by linking CAPSI to philanthropic practitioners, funders, and relevant academics. CAPSI categorises its partnerships into donors, external partnerships with philanthropic institutions, and member associations with professional philanthropic research associations. All these stakeholders play a critical role in shaping the programmes run by CAPSI, thereby reinforcing the Centre's relevance. Furthermore, it is CAPSI's goal to grow a rich network of local and international communities of research, practice and policy. It may be deduced that if CAPSI intends to influence policy, then these networks are critical to facilitating that process. Lastly, CAPSI's participatory culture means that the Centre utilises its networks to further guide its research agenda and thus ensure the relevance of its research and knowledge production to the needs and priorities of the African philanthropic sector.

3.3.2 Effectiveness

CAPSI is still in its infancy and most of its programmes are nascent. The Centre is in the process of developing and implementing some of its programmes. Programme effectiveness cannot yet be measured definitively as some of the programmes (and projects) have yet to produce the intended outputs and/or achieve their intended outcomes. In the following section, evidence will be presented that demonstrates the likelihood of CAPSI achieving its intended outcomes. This review can therefore only show whether there is progress towards the Centre achieving its intended outputs and outcomes.

Teaching and training

CAPSI has two master's degree programmes: A Master of Management in African Philanthropy degree programme and a Master of Management by Research. Both programmes have recently had their curricula approved and accredited and their first-ever cohort of students will start the courses in July 2022. Applications for the degree programmes opened in January 2022 but the extent of participation in the courses remains to be seen – particularly considering the cost of the courses and the unavailability of scholarships for prospective students. It is important to highlight, however, that it was a major achievement to get a curriculum approved by Wits University and the South African Qualifications Authority (SAQA) in 2020 and also by the Council for Higher Education (CHE). CAPSI is the first institution to offer a master's degree in African philanthropy – a major achievement in the field on the African continent.

Similarly, CAPSI offers a Postgraduate Diploma of Management in Philanthropy and Resource Mobilisation (i.e. fundraising). The course provides the scarce and critical skills in the field of philanthropy currently in demand in Africa. Again, CAPSI is the first institution to offer an accredited course on fundraising on the African continent.

Applications for the degree programmes opened in January 2022 but the extent of participation in the courses remains to be seen – particularly considering the cost of the courses and the unavailability of scholarships for prospective students.

This is a major achievement, as is receiving approval and accreditation for the curriculum. Similar to the master's programmes, the effectiveness of this course cannot be measured yet as the first-ever cohort of students only started in June 2021.

In terms of observing the effectiveness of the courses in building a cohort of academic experts and leaders in African philanthropy, this can only be determined once the first cohorts of students have graduated and been employed in

the field. While theories on expertise development are varied, one crucial commonality is the fact that becoming an expert requires a significant amount of practice and experience and generally occurs progressively from the initial novice stage. It is important to note, however, that quantity alone is insufficient and it is quality experience in the form of sustained deliberate practice that is most important in the development of expertise (Ericsson, 2005; Ericsson & Towne, 2010; Watson, 1930 cited in Macnamara et al., 2014). For instance, one scholar defined

expertise as the skills acquired after practising individual skills with the specific aim of improvement famously stating that 10 000 hours of deliberate practice (DP) are required to attain such expertise (Gobet, 2012). The latter suggests that it might take approximately five years of practice and experience in the field of African philanthropy for these graduates to become experts. Therefore, it is important that a tracer study be conducted at that time to assess the effectiveness of the degree programmes. However, it is also important to note that CAPSI does not only offer courses but also offers other interventions to assist the graduates to become experts. Interventions such as continuous research on African philanthropy, platforms for networking and building partnerships, PhD seminars, conferences, and internal seminars, are all vital in transforming graduates into experts.

As a further part of its teaching and learning component, CAPSI offers a PhD in African Philanthropy. The PhD programme is currently underway. All the PhD thesis topics contribute to the research knowledge generation in African philanthropy. The topics are summarised in Table 2.

TABLE 2: PhD topics at CAPSI

DEGREE PROGRAMME	THESIS TOPIC
PhD	Studies on philanthropy and social investment in Ghana
PhD	Motivation for individual giving Ghanaians
PhD	Indigenous philanthropy in Ghana: an Ankan perspective
PhD	Philanthropy and lean thinking in response to natural disasters in Southern Africa
PhD	Monitoring and evaluation guidelines to appropriately measure social investments
PhD	An analysis of social risk as rising area of concern for global corporations in South Africa and the implementation of corporate social responsibility (CSR) as a risk management system: a case study of Massmart (Walmart)
PhD	Exploration of Southern Africa banking sector social value vis-à-vis shareholder value
PhD	The sustainability reporting practice of the South African mining industry
PhD	Civil society organisations and socio-economic development in South Africa: investigation into the governance models of non-profit organisations in the City of Tshwane
PhD	The contribution of NGOs to poverty reduction
PhD	A Framework for asset pricing in developing equity markets
PhD	Social transformation and management focusing on the corporate social responsibility implementation framework for the mining sector in Kenya
PhD	Regulation and the role of philanthropic foundations in Southern African Development Community (SADC)
PhD	Share pricing and corporate social responsibility in South Africa
PhD	The influence of corporate social responsibility on human security
PhD	The role of African philanthropy in promoting socio-economic development: an analysis of high-net-worth Individuals' philanthropy in Zimbabwe
PhD	The impact of philanthropy on financial inclusion and women empowerment in Ghana
PhD	Entrepreneurial orientation and firm performance: an investigation into the entrepreneurship-philanthropy nexus in South Africa

The advantage of the Centre being located within the Wits Business School is that in addition to the availability of programmes for those interested in pursuing philanthropic careers, the various degree programmes, including the PhD programme, can influence the Business School curriculum and thereby potentially contribute to creating ethical leaders in the private sectors of African countries. Further, by virtue of having PhD students, CAPSI is contributing to knowledge production in African philanthropy and is producing a sustainable cohort of academics in the field of African philanthropy. The outcome is that research in African philanthropy is highly likely to continue as the PhD students graduate and either teach in the field of African philanthropy or supervise other students with topics in the field – even beyond their affiliation with CAPSI. Currently, CAPSI has produced four PhD graduates. One of the graduates currently works for CAPSI as a lecturer, a further two work at the Graduate School of

Business at Wits University as a lecturer and postdoctoral fellow. The fourth is a research associate. Therefore, through this early achievement of a few PhD graduates, CAPSI has been effective in increasing the number of people able to teach on African philanthropy, it has increased the number of academic scholars able to research African philanthropy and has also increased its own internal capacity.

CAPSI began offering masterclasses in 2020 on a wide variety of subjects including:



These two-day short courses are offered to individuals either wanting to acquire knowledge and skills in African philanthropy, or for those professionals who want to strengthen their existing knowledge and skills. Based on the market research conducted by the Centre, there is a clear demand for these short courses.

Previous cohorts of masterclass students completed their training in 2020 and 2021 and the new cohorts will begin in September 2022. It is therefore possible to conclude that CAPSI has been effective in training novices and upskilling professionals in the African philanthropy field. It is not yet possible, however, to assess whether the knowledge these individuals acquired in the masterclasses has improved their performance and functioning in the field of philanthropy. Further assessment is required in the future.

CAPSI also offers three certificate courses. The duration of the courses is two months and the courses are:



The starting date of DAPC was 3 May 2022. The starting dates of FIPC and AEPC have not been confirmed. The effectiveness of these courses can obviously not be assessed yet because students have yet to enrol. Currently, enrolments have been slow, and this has raised concerns around the effectiveness of the marketing of the certificate courses. This situation also raises questions around the affordability of tuition fees, and whether prospective students would rather opt for the postgraduate diploma programme or the Master of Management degree programme.

Research

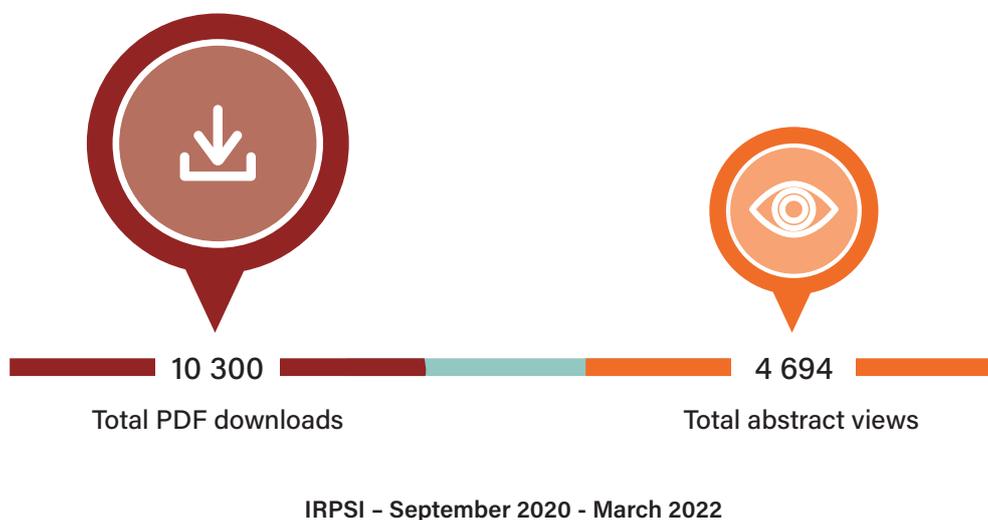
According to the OECD DAC evaluation criteria, effectiveness refers to the extent to which an intervention is achieved, or is expected to achieve, its objectives and its results, including any differential results across groups (OECD, 2021). There are two objectives that the Centre aims to achieve through the research component/ programme. First, promoting and furthering an understanding of the role of philanthropy and social investment in Africa and how individuals, communities and private sector organisations practise these; and second, advancing informed and evidence-based policies. There is evidence that CAPSI has been effective in achieving the first objective but progress towards achieving the second objective is yet to be determined.

Initial evidence of the effectiveness of the Centre towards achievement of the first objective is the development of its online journal known as the International Review of Philanthropy and Social Investment. The journal is included in Sabinet which is an online database that offers online journals originating from or pertaining to the African continent. The International Review of Philanthropy and Social Investment is open access, full-text journal comprising research articles on African philanthropy and CAPSI is listed as the publisher of the journal by Sabinet. The journal has two volumes – the first volume was published in 2020 and the second was published in 2021. Volume 1 has 13 publications by various CAPSI stakeholders, research associates and others and Volume 2 has three articles.

Figure 7 shows that from the dates of publication of the first and second volumes of the journal until March 2022, there were 10 300 views of the abstracts and 4 694 downloads of the full-text articles.

The International Review of Philanthropy and Social Investment is open access, full-text journal comprising research articles on African philanthropy and CAPSI is listed as the publisher of the journal by Sabinet.

FIGURE 7: Views and downloads of the CAPSI Journal/s



The journal analytics show that the five most viewed abstracts were written by Halima Mohamed (Senior Fellow at CAPSI partner institution: TrustAfrica), Siphosami Malunga (Executive Director at CAPSI partner institution: Open Society Initiative for Southern Africa (OSISA)), Wycliffe Ouma (Research Associate at CAPSI), Gill Bates (CSI Specialist and CEO of Charities Aid Foundation Southern Africa), and Chengete Chakamera (Research Associate at CAPSI). The five most downloaded journal articles were written by Bhekinkosi Moyo (CAPSI Director), Gill Bates, Halima Mohamed, Wycliffe Ouma and Chengete Chakamera. Table 3 shows the list of the top viewed and downloaded articles on the CAPSI online journal.

TABLE 3: List of publications in the IRPSI

AUTHOR(S)	ARTICLE TITLE(S)
Bhekinkosi Moyo and Imhotep Paul Alagidede	Editorial: birth of the International Review on Philanthropy and Social Investment
Halima Mohamed	Institutional philanthropy and popular organising in Africa: some initial reflections from social movement activists
Gill Bates (and Louise Denysschen)	Adapting to Covid-19: experiences of a philanthropy infrastructure organisation
Wycliffe Ouma	Corporate philanthropy and firm value in Africa: a case evaluation of selected firms in South Africa
Chengete Chakamera	Analysis of corporate social responsibility of the African 'internationalisers' versus non-African founded MNCs
Siphosami Malunga	Defending open societies in the context of COVID-19: the role of philanthropic foundations in responding to the pandemic and the case of the Open Society Initiative for Southern Africa

A brief review of the journal articles in Volumes 1 and 2 of the online journal reveals that the knowledge presented is intended to provide information on how philanthropy is practiced in Africa by foundations, private enterprises and other entities, especially in times of crisis such as COVID-19. It is also evident that the issues covered in these articles contribute to providing insight into the landscape of African philanthropy and social investment. This component of CAPSI's activities can be regarded as fulfilling its objective. The frequency with which the journal publications have been read suggests that not only are they easily and freely accessible to the public, but their pervasiveness also indicates interest in the field and proves that a significant number of people are learning about the field and the actors. The journal is effective in portraying philanthropy from a pan-African viewpoint thereby contributing to decolonising and indigenising philanthropic knowledge on the African continent – despite the journal not yet having been approved by DHET. Some of the papers are CAPSI and partner institution joint

The frequency with which the journal publications have been read suggests that not only are they easily and freely accessible to the public, but their pervasiveness also indicates interest in the field and proves that a significant number of people are learning about the field and the actors.

knowledge outputs.

In addition to journal articles published in the IRPSI, CAPSI staff and researchers have also published in other journals including international journals. CAPSI also has two books in production, one on African philanthropy and the other on the response to COVID-19. Clearly, much is being done to disseminate knowledge on African philanthropy beyond African borders thereby contributing to shaping a new narrative on philanthropic practice on the continent. It

is important that CAPSI produces relevant and useful research findings and this requires the careful selection of key research themes to pursue. This is critical to the organisation's success. To further this aim, the director distributes a research plan to the CAPSI staff at the beginning of each year and also provides information on planned dates and budget allocations.

Networks

Since its founding, the Centre has organised three annual conferences. The first was held in 2019 and its theme was 'The State of African Philanthropy: Setting the Agenda.' The second was held in 2021 with the theme 'Surviving COVID-19 – the Role of African Philanthropy.' CAPSI hosts its annual conference in collaboration with many partners, ensuring that these events provide a platform for extensive knowledge sharing and networking for the African philanthropy profession. Between 2020 and 2021, CAPSI hosted several webinars in addition to the annual conference, as seen in Table 4.

TABLE 4: Total number of events held by CAPSI

EVENT NAME	NO. OF PARTICIPANTS
Auda-nepad: Africa day celebration: building the Africa we want with the youth through arts, culture, heritage, innovation, and entrepreneurship.	107
Research workshop with Pamala Wiepking from the Lilly School of Philanthropy	24
Impact of COVID-19 on African civil society organisations in partnership with SAT, MINDS and GMT.	34
Clearview Webinar. Validation for the race and philanthropy report (Vodafone Foundation Project)	22
Series 1 author webinars from the Journal	44
Series 2 author webinars from the Journal	41
Series 3 author webinars from the Journal	33
Series 4 author webinars from the Journal	24
Series 5 author webinars from the Journal	17
Introducing the Kisima Resilience Initiative (https://www.youtube.com/watch?v=ZGiS7sPKI94)	66
Day of African science renaissance in partnership with MINDS	68
PhD research seminar in partnership with AROCSA, July 2020	30 PhD students
RB aspire higher competition finale competition	44
SADC Youth Summit, the role of pan Africanism	33
Food Security post-COVID-19 webinar in partnership with SAT, MINDS, and GMT	73
Heritage Day #KnowAfrica in partnership with MINDS, AUDA-NEPAD and Hadithi Africa	101

The number of conferences hosted in its short lifespan and the wide variety of webinars suggest that CAPSI has been able to bring together people from various disciplines and backgrounds to share knowledge and experiences on the practice of philanthropy on the African continent. Attendance at webinars demonstrates that CAPSI is a convenor of stakeholders, practitioners, academics, donors and governments, among others, who are interested in African philanthropy. Therefore, it can be concluded that the Centre has been effective in achieving its objective of 'developing academic networks through workshops, conferences and community outreach'. In addition, the conferences, dialogues, workshops and webinars hosted by CAPSI suggest that the Centre is contributing towards setting the agenda on African philanthropy and, in so doing, making progress towards achieving effectiveness in shaping the narrative of African philanthropy.

3.3.3 Efficiency

Networks

There are a variety of ways in which CAPSI efficiently utilises the resources at its disposal. First, the organisational structure is not resource intensive because of the small staff complement and because a proportion of their salaries are covered by Wits University. Second, the support from Wits University also includes the provision of university staff time for CAPSI work. Some of the administrative functions in the Centre are performed by Wits University staff members including the finance function and some elements of the communications and marketing functions. Similarly, CAPSI capitalises on location as part of the business school for oversight on academic teaching, executive education, operations, and quality assurance, among others. Third, the Centre's strategic partnerships assist with the implementation of joint programmes and carry some of the associated costs. Some of its partners conduct key activities on behalf of CAPSI, including guest lecturing and hosting conferences among others.

Research

As discussed above, CAPSI intends to produce a generation of professionals in African philanthropy to ensure that the prevailing historical narrative that Africans do not practice philanthropy is corrected. This requires professionalising and formalising the field of endeavour as well as fostering an understanding of philanthropy

in the 21st century. CAPSI's PhD programme is open to anyone whose objective is to be a specialist in African philanthropy. Four PhD students have completed their studies in record time. Efficiency could be improved if the Centre had their permanent staff based at the university to supervise their students. Wits University only allows academics to teach; contract employees such as research associates are not allowed to teach.

CAPSI's funding trends

Numerous local and international organisations with an interest in African philanthropy provide donations directly to communities or through intermediaries such as non-governmental organisations and community foundations. Since its inception, the Centre has received funds from nine main funders, with four contributions received in 2020 and one contribution received in both 2015 and 2017, as seen in Table 5.

TABLE 5: CAPSI Main Contributors (N=9)

NO.	FUNDERS/CONTRIBUTORS	AMOUNT (\$)	FUNDING YEARS
1	Southern Africa Trust (DFID, Ford Foundation)	No data	
2	Ford Foundation	200 000	2015/16
		250 000	2018/19
		600 000	2020
3	Mott Foundation	200 000	2016/17
		200 000	2018/19
		200 000	2020
		100 000	2020
4	Carnegie Corporation	200 000	2018
		200 000	2020
		200 000	2022
5	OSISA	130 000	2020
6	TrustAfrica	30 000	No data
7	APF	30 000	No data
8	Reckit	120 000	No data
9	Gilead	120 000	No data

3.3.4 Sustainability

Financial sustainability

Sustainability is the measure of whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects should be environmentally as well as financially sustainable (OECD, 1991). The Centre is heavily reliant on funding from outside the continent. Reliance on funding from the Global North exposes the centre to several risks. First, CAPSI can face challenges if funding is withdrawn. One respondent in an interview indicated "CAPSI can also lose funding if they fail to balance donor interest and strategic direction of the centre". In practice, this means that the centre could lose funding if they are not able to demonstrate its continued relevance.

Second, although it is anticipated that the revenue streams from the academic courses would be sufficient to run the centre, tuition income alone would be insufficient to sustain the Centre in the long-term. This can be remedied through other income-generating activities.

Third, although CAPSI attracts several donors, the funding is short-term. The implication is that the Centre does not have substantial endowment funds. The lack of these funds limits the volume of work and CAPSI's reach across the continent. This, in turn, limits the achievement of impacts and outcomes.

Fourth, while CAPSI has several core donors that provide key financing for the operation of the Centre including payment of staff salaries, other funding is project oriented. This means that some grant funding is offered to the

Centre to conduct specific projects that are of interest to the donors. Not only is it possible for project-based funding to distract from the implementation and achievement of the Centre's objectives and goals, but it also means that this funding is temporary and unlikely to be renewed beyond the specified project(s).

Finally, it is important for CAPSI to diversify its funding, increase its visibility and strengthen efforts to demonstrate its value proposition to African donors, particularly considering the decline in funding during and after the COVID-19 pandemic.

Teaching sustainability

The teaching and training courses at CAPSI have the potential to become sources of income for the Centre as students pay fees when enrolling for a course. Currently, however, the tuition fees are received by Wits University. The possibility of CAPSI benefitting from fee income is under discussion with university leadership. If this is approved, this income stream could potentially assist the Centre to become self-sufficient. There is concern, however, on the issue of the affordability of the courses for African students. This is most likely one of the major obstacles for people who are interested in enrolling with CAPSI. Considering that CAPSI does not aim to make profits on fees, but endeavours rather to increase the cohort of academic and practitioner experts and leaders in African philanthropy, it is important for CAPSI to find other mechanisms to assist with student fees such as offering scholarships.

The PhD programme at CAPSI has shown great potential for sustainability, not only for the Centre but also its pursuit of some of its primary objectives, even when PhD students have completed their studies at the Centre. By offering a PhD programme in African philanthropy, CAPSI is increasing the number of researchers and scholars in the field and the number of people qualified to teach, not only at the Centre specifically but in the field in general. This is evidenced by the fact that four PhD graduates have gone on to either teach at CAPSI or have become postdoctoral fellows at Wits University and continue to be affiliated with CAPSI as research associates, and thus, continue to conduct research and thereby further the Centre's aims.

Network sustainability

CAPSI's strategic partnership model and the partnerships it has created have been, and continue to be, critical to the Centre's capacity to operate. In one way or another, all its partners have ensured its relevance in the field of philanthropy in Africa by providing key insights into the needs, priorities, and trends from the perspective of academics, practitioners, philanthropists, and donors. They have also facilitated its effectiveness by helping the Centre pursue some of its objectives including engaging in joint programming, co-authoring publications, and collaboratively hosting large conferences. This collaboration has made it possible for CAPSI to work efficiently despite funding constraints and limited human resources.

4 CONCLUSIONS AND RECOMMENDATIONS

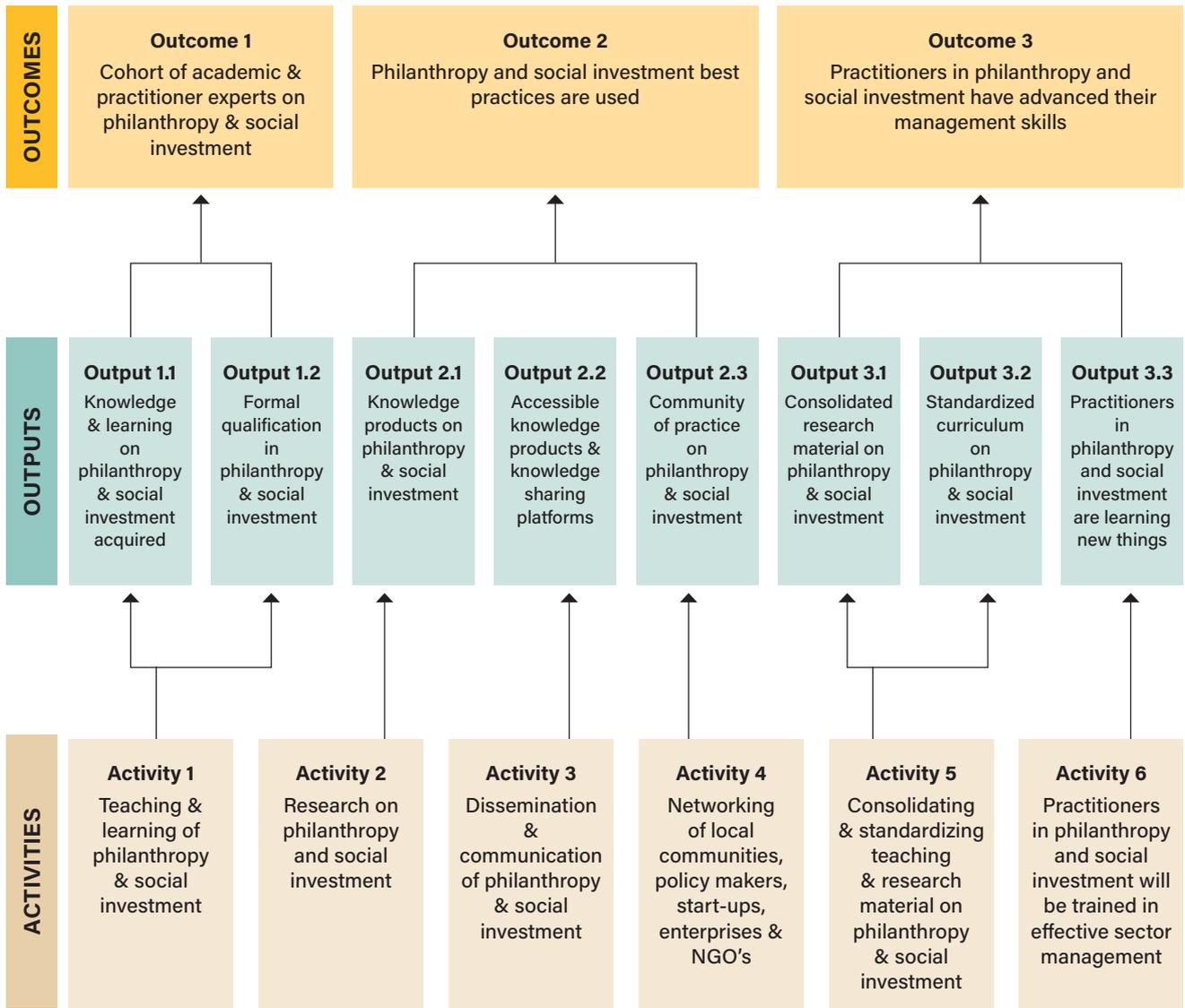
The recommendations presented in this section take cognisance of the fact that despite CAPSI still being in its infancy; it is making progress towards outcomes and impacts. To advance this progress, the following recommendations are proposed:

- 1 CAPSI management should consider strategies to create additional revenue and attract more funders. The absence of substantial endowment funds for the Centre impedes its geographic reach and the volume and scope of its work. CAPSI needs to consider long-term strategic funding partnerships that guarantee medium- to long-term funding for the Centre. It is recommended that these funding partnerships include funders from both the Global North and South. This will improve the Centre's future sustainability.
- 2 The Chair and CAPSI have successfully completed several initiatives using skeleton staff. Although this staffing model is ideal for limiting the costs of running the Centre, it is recommended that CAPSI invests in more core staff to teach and supervise master's and PhD students. This will ensure that the content of courses and the topics preferred by the postgraduate students are aligned with the Centre's goals and objectives.
- 3 CAPSI needs to broaden its reach, especially in Africa. While the mission of the Centre is to serve sub-Saharan Africa, most individuals who have attended the various courses to date are from South Africa. CAPSI is encouraged to reach out to networks that can offer scholarships for individuals from underserved countries.
- 4 CAPSI needs to increase its integration with Wits Business School. When the Chair was created in 2016, one of the goals was to integrate philanthropy and ethical leadership into the programmes of the business school thereby influencing the current and future leaders of business who attend the business school courses. There is limited evidence of this integration.
- 5 CAPSI needs to consider developing a post-training feedback system. The Chair and Centre have demonstrated their evidence-based and participatory programme design process. While this is commendable, it is recommended that CAPSI implement a system that tracks individuals who graduate from the various courses on offer to ascertain the impact of the skills and knowledge they have gained on philanthropy in Africa.

- African Grantmakers Network. (2013). Sizing the field: Frameworks for a new narrative of African Philanthropy. Retrieved from <https://africanphilanthropy.issuelab.org/resource/sizing-the-field-frameworks-for-a-new-narrative-of-african-philanthropy.html>.
- African philanthropy at the policy table (africaportal.org).
- Aninat, M. & Fuenzalida, I. (2017). Institutional philanthropy in Chile philanthropy and social investments mapping.
- CAPS (2016). Centre for Asian Philanthropy and Society (CAPS), 2016 Annual Report.
- CAPSI (2019). Centre on African Philanthropy and Social Investment (CAPSI): Business Plan (2019-2024).
- Ericsson, K. A. (2005). Recent advances in expertise research: A commentary on the contributions to the special issue. *Applied cognitive psychology*, 19(2), 233-241. Retrieved from <https://onlinelibrary.wiley.com/doi/pdf/10.1002/acp.1111>.
- Ericsson, K. A., & Towne, T. J. (2010). Expertise. *WIREs Cognitive Science*. Retrieved from <http://en3ev5fm5j.scholar.serialssolutions.com/?sid=google&auinit=KA&aualast=Ericsson&atitle=Expertise.&id=doi:10.1002/wcs.47>.
- Gobet, F. (2012). Development of expertise. In N. M. Seel (Ed.), *Encyclopedia of the sciences of learning*. New York, NY: Springer.
- Helly, Damien, *Philanthropy in Africa and the future of EU's development policies: useful synergies?*, EUI RSCAS PP, 2013/05, *Global Governance Programme, European, Transnational and Global Governance* - <http://hdl.handle.net/1814/28978>.
- Kotiranta, H. (2019). Philanthropy in the development field: a typology in the sub-Saharan African context. Retrieved from <https://lup.lub.lu.se/luur/download?func=downloadFile&recordId=8990122&fileId=8990123>.
- Macnamara, B. N., Hambrick, D. Z., & Oswald, F. L. (2014). Deliberate practice and performance in music, games, sports, education, and professions: A meta-analysis. *Psychological science*, 25(8), 1608-1618. Retrieved from <https://journals.sagepub.com/doi/pdf/10.1177/0956797614535810>.
- Mati, J. M. (2017). Philanthropy in Contemporary Africa: A Review, *Voluntaristics Review*, 1(6), 1-100. doi: <https://doi.org/10.1163/24054933-12340014>.
- Moyo, B. & Ramsamy, K. (2014) African Philanthropy, pan-Africanism, and Africa's development, *Development in Practice*, 24:5-6, 656-671. <https://doi.org/10.1080/09614524.214.937399>.
- OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the Glossary of Evaluation and Results-Based Management (RBM) Terms, OECD (2000).
- OECD netFWD (2017), "Bringing Foundations and Governments Closer: Evidence from) Kenya" OECD Development Centre, Paris.
- Olorunfemi, O. (2020). Determining Sample Size Degree Of Variability. Federal University Oye-Ekiti, Nigeria Available at: https://www.researchgate.net/post/When_is_CENSUS_survey_method_appropriate_in_a_study_Descriptive_or_experimental_study#:~:text=The%20census%20principle%20can%20be,irrespective%20of%20the%20research%20design.&text=To%20my%20best%20knowledge%20as,or%20'A%20sample%20survey.
- Pond, A and Hodgson, J (2018). 'How Community Philanthropy Shifts Power: What Donors Can Do to Help Make That Happen.' GrantCraft. Accessed on 16 October 2018 at: <http://www.grantcraft.org/guides/how-communityphilanthropy-shifts-power>.
- Wymer Jr., W.W. & Samu, S. (2008, September 8). Dimensions of Business and Non-profit Collaborative Relationships. *Journal of Non-profit & Public Sector Marketing*, 11(3), pp. 3-22.[9].

6 ANNEXURE 1: CAPSI THEORY OF CHANGE

IMPACT Effective giving, social corporate responsibility, and civil responsibility for Pan-African social change



Centre on African Philanthropy & Social Investment (**CAPSI**)

2 St David's Place, Parktown,
Johannesburg, South Africa, 2193

P.O. Box 98, Wits, Johannesburg,
South Africa

admin@capsi.co.za

www.capsi.co.za

