

CASE STUDY: ALLAN & GILL GRAY PHILANTHROPIES

OVERVIEW

Allan & Gill Gray Philanthropy South Africa ("AGGP SA", previously the Allan Gray Orbis Foundation Endowment) forms part of Allan & Gill Gray Philanthropies, and specifically, one of three independent but associated trusts operating in South Africa. These sister entities include the Allan Gray Orbis Foundation and E2 Investments (Pty) Ltd [1][2].

"Allan & Gill Gray Philanthropy South Africa, works to strengthen the entrepreneurial ecosystem through grant making and incubation of targeted social ventures." [2]

THE CHALLENGE

From November 2020, AGGP SA entered a period of change, with a change in leadership, mandate and strategy, beginning to unfold. A stable transition required additional support to underpin the realisation and operationalisation of the organisation's new vision and mandate.

Goals included:

- ➡ A Theory of Change and Impact Measurement and Management (IMM) framework in line with the organisation's new vision and mandate
- ➡ An organisational operating model and capability design to ensure the organisation's talent and resources are structured to deliver outcomes in line with the Theory of Change
- ➡ Production of strategic intelligence and contextual insights to positively contribute towards strengthening the entrepreneurial ecosystem in South Africa, as well as internally for other entities within the Philanthropies Group



Allan & Gill Gray
PHILANTHROPIES



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"What was delivered was beyond my expectations, or my hopes. Through the insights and expertise that are applied to the tasks and the reports, you can tell the team has professional experience and that they are paying attention to detail. There is a values alignment between me and how Relativ approaches their work. I see it as a partnership rather than a service provider."

Kirstin O'Sullivan, Grant Manager

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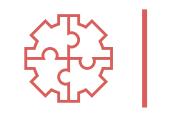
"We have implemented almost everything that came through the work that Relativ has done, and what hasn't been implemented is because we haven't had time to implement it. The ToC is now the approved and adopted ToC. The IMM framework is the one we are currently using. All the insights we have gleaned through Relativ will be used to effect change as we continue to design and improve our programmes going forward."

Zimkhitha Peter, Chief Executive Officer



RESULTS

The work completed to date has contributed towards AGGP SA's positioning to deliver on its new mandate through a clear Theory of Change. This has been further supported by a framework for tracking and managing organisational progress towards its intended impact goals, as well as the structure and introduction of capabilities to support these shifts at an operational level. Relativ's assistance has contributed to a smooth transition of the organisation, and clarity on the goals, roles, responsibilities, and strategic direction. During the period of transition and establishment of new capabilities within the organisation, Relativ provided additional interim capacity to deliver strategic intelligence and contextual insights for enhanced decision-making, improved practice and greater impact performance. This was delivered through a series of learning reports and case studies that reflected on what works, as well as what improvements can be made to further enhance the contribution and impact of the organisation, its partners, grantees and broader ecosystem stakeholders. The insights from these results have been taken into consideration to change and improve programme design going forward.



IMPACT

It is anticipated that the work with AGGP SA will have far-reaching effects for the organisation, the Allan & Gill Gray Philanthropies Group, its partners and the broader ecosystem of organisations they are connected to. This is already being put into action through the implementation and realisation of the organisation's Theory of Change. Supported by the right resources, and with the capabilities to deliver on its vision and mandate, we look forward to a healthier ecosystem and significant increase in entrepreneurial ventures in South Africa.

