

CASE STUDY: OXFAM SOUTH AFRICA

OVERVIEW

Oxfam International is a network of 20 affiliates who together work in more than 90 countries across the world to end poverty and injustice.

The current programming of Oxfam South Africa (OZA) focuses on South Africa and aims to connect its programming continentally and globally. OZA works in all nine South African provinces together with its partners.

They have identified three streams of programming:

- > Dignified work and livelihoods
- > Accountable governance
- > Just distribution and benefit from natural resources

Through these streams, OZA works to influence and respond to the drivers of poverty and inequality.

THE CHALLENGE

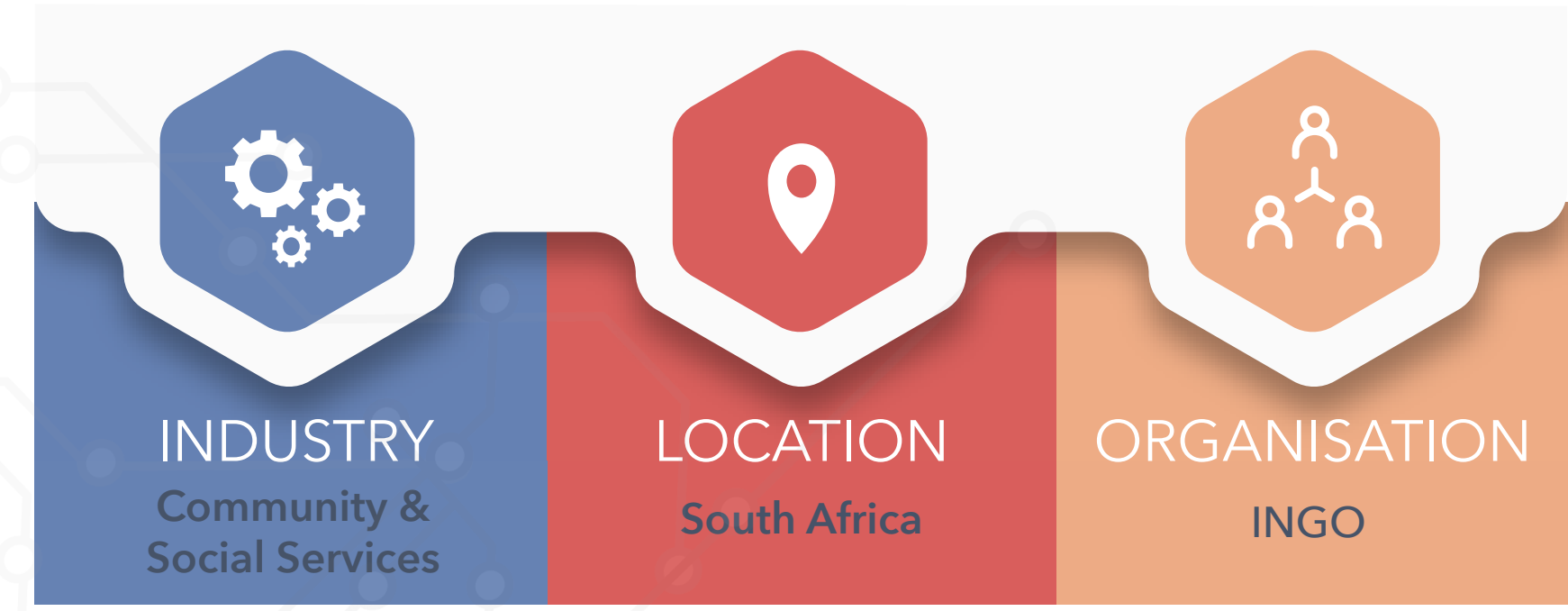
OZA contracted Relativ to conduct a donor scoping exercise to inform the funding diversification strategy for OZA. Goals included:

- ⇒ A sustainable and robust fundraising strategy, which would enable OZA to become a more independent and sustainable organisation
- ⇒ Identify potential opportunities available within the OZA focus areas
- ⇒ Identify emerging models of funding and financing that could serve as new mechanisms or opportunities within the South African and greater African market
- ⇒ Recommendations on how OZA could maximise opportunities to achieve sustainable funding
- ⇒ Additional insights and recommendations on innovations which could be factored into forward facing strategies.



WHAT WE DELIVERED

- > Donor Scoping & market scan
- > Resource Mobilisation Strategy development
- > Recommendations on how to diversify funding into domestic market
- > Connect OZA to potential partners & funders



Oxfam is a leader in the movement against poverty with an impact expanding across the globe. In South Africa, Oxfam leverages its global footprint to impact local people and advocate for policy change that enables a fair and just society.



"You set the standard for me. While you are a consultancy, you are not about time, you invest yourselves. Things have improved, from a fundraising side, we are in a much better position."

"We are now applying for other types of funding. The process with Relativ has strengthened our understanding and belief that we can take other routes as well."

Nancy Chimhandamba, Institutional Funding Manager

RESULTS

Through a co-creative engagement, supported by market and desktop research, a database of potential strategic funding partners, aligned to OZA’s funding goals and mission was delivered. This database profiled potential HNWI, corporate partners and alternative funding innovations (such as social enterprise opportunities) available to OZA. This database was supported by operational and strategy recommendations tailored to enable and support successful implementation, and has since been incorporated into Salesforce in order to make contact with potential donors. OZA also started reaching out to other Oxfam affiliates and sending them opportunities, which in turn has resulted in even more positive outcomes

The resource mobilisation scoping and recommendations have been useful for the organisation both from an internal resourcing and a strategic fundraising perspective. In addition, key insights have been woven into their forward-facing strategy.

IMPACT

Donor engagement recommendations, such as partnering with corporates, have yielded positive results. One such highlight is the partnership between OZA and Old Mutual South Africa. This partnership yielded funding earmarked for tackling Gender Based Violence and Femicide (GBVF) through the empowerment of women. Through this partnership, Oxfam South Africa was very instrumental in the development of the National Strategic Plan (NSP) on GBVF 2020-2030. This plan is being implemented across organisations that are fighting this national scourge.



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OZA Donor Scoping Project

Phase III: Final report

November 2020

Phase III :: Fundraising Capacity Requirements by Modality				
Each decision regarding fundraising modality has specific systems, skill and time requirements				
Initiation	Identification & Qualification	Cultivation	Solicitation	Stewardship
Institutional				
Time: 5% Budget: 10% What's needed: <ul style="list-style-type: none">Relationship management tools and systemsMulti-year fundraising and project plansMatching Theories of ChangeOutlined recognition Levels	Time: 20% Budget: 45% What's needed: <ul style="list-style-type: none">Grant database subscriptionsClear understanding of programsAbility to assess opportunity worth (e.g. Is the length of the application process worth the funding amount?)	Time: 5% Budget: 5% What's needed: <ul style="list-style-type: none">Relationship map for connections and introductionsApplication advice from contact person at the institutionUpdated website and social media	Time: 30% Budget: 5% What's needed: <ul style="list-style-type: none">Strong writing skillsConnection to teams on the ground for program details (e.g. budgets and spend plans)Access to M&E dataAbility to demonstrate organizational historyOutline of commitments from other funders	Time: 40% Budget: 35% What's needed: <ul style="list-style-type: none">Reporting capacityStewardship plan for outlined recognition levelsAccess to M&E dataArchives of stories, quotes, pictures and videos
Affiliates				
Time: 40% (of total time dedicated to this fundraising method) Budget: 15% (of total budget allocated to this fundraising method) What's needed: <ul style="list-style-type: none">Positive relationship with affiliate teamsCommunications plan to keep affiliates up to date with easily accessible information	Time: 5% Budget: 5% What's needed: <ul style="list-style-type: none">Current list of program details, fundraising targets, and partnership opportunitiesList of funders (those secured and those in the pipeline) for each program	Time: 10% Budget: 10% What's needed: <ul style="list-style-type: none">Updated website and social mediaProgram marketing materials that can be sent to affiliate teams (e.g. case for support)	Time: 5% Budget: 5% What's needed: <ul style="list-style-type: none">Commitment to offering from departments (e.g. M&E team for reporting)	Time: 40% Budget: 65% What's needed: <ul style="list-style-type: none">Reporting capacity and moves management plans, processes, and timelines, between OZA and affiliateOutline of multi-level relationship management between OZA and affiliateAccess to M&E dataArchives of stories, quotes, pictures and Videos