

# Allan and Gill Gray Philanthropies South Africa

AGGP\_SA exists to catalyse inclusive economic development through entrepreneurship, innovation, and systems change and is actively shaping a new model of philanthropic engagement. The organisation is focused on driving deep impact at scale by supporting transformative programmes and enabling system-level shifts across sectors. Our approach has aligned with AGGP\_SA's evolving identity: *helping to shape clarity from complexity, embed learning into action, and develop context-responsive frameworks that support inclusive, sustainable development.* Through our partnership, we've laid foundational thinking that has enabled AGGP\_SA to organise around its vision and influence both internal practice and the wider ecosystem.



Sector  
**Philanthropy**



Location  
**South Africa**

## The Challenge

As AGGP\_SA transitioned into a new strategic identity, it faced the challenge of building an integrated organisation from a mix of historically siloed units and new capabilities being introduced. The team needed clarity, cohesion, and capability to effectively support systems change. Key goals included developing an Impact Strategy, complimentary measurement framework, strengthening ways of working, and aligning internal structure with its external mission.

## What We Contributed

- > Multi-level Theories of Change facilitation and integration
- > Principles for the organisation's approach to philanthropy, including key practices
- > Impact Measurement Framework and related tools
- > Insight reports to guide programme evolution and decision-making for AGGP\_SA-incubated initiatives
- > Capability design for AGGP\_SA, its incubated initiatives and peer organisations
- > Multi-stakeholder case studies to support organisational learning, adaptation and improvement
- > Event and learning lab design to embed peer learning and reflection

“What really makes Relativ very special in the work that you do is that it's not project based... through the work that you're doing, you build the capability, the capacity of the organisation to do it themselves. And so it's real impact.”

Lethabo Rampya, Head of Incubation and Programmes – AGGP\_SA



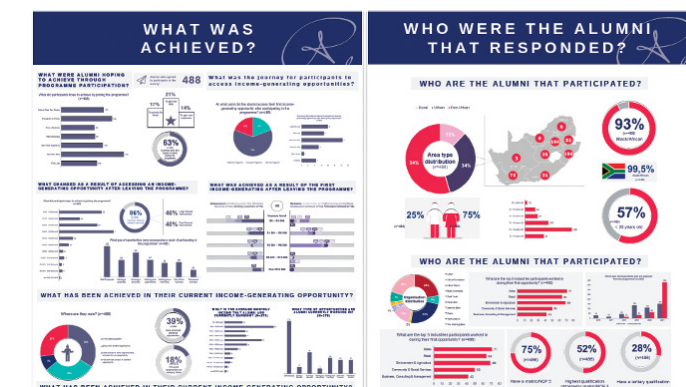
Allan & Gill Gray  
PHILANTHROPIES

**AGGPSA Grant-making Principles**

**Principles**

We have considered good practice principles and practices developed and shared within the sector and have interpreted what these mean in practice for us and how we can operationalise them. Below is a summary of what these key guiding principles are for us, followed by a list of practices and approaches to realise them.

- Context & Systems Change Mindset**  
We recognise that complex and stubborn challenges require an approach to thinking and the methods that will make problems solvable. This means multi-stakeholder efforts to identify and understand root causes and explore, design and implement effective solutions.
- Put and keep participants front and centre**  
Ultimately, we are contributing towards meaningfully improving the lives of participants in the programmes we support. We design our systems change and practice to be participant-centred.
- Active and Transformative Relationships**  
We believe that meaningful and lasting change is only possible if we can build relationships that are transformative. To this end, we are committed to learning, sharing and collaborating in our relationships with our partner organisations.
- Power & Accountability**  
We recognise that power and accountability are essential to effective systems change. We are committed to learning, sharing and collaborating in our relationships with our partner organisations.



**The 10KJ Initiative**  
Reflections and key insights gleaned from five years spent generating income-earning opportunities in South Africa  
January 2018 - December 2022

**Our Theory of Change: PATHWAY TO IMPACT**

An empowered, prosperous, productively engaged South African citizenry thriving in ethical societies, with dignity and hope

More responsible entrepreneurship in South Africa, with more businesses starting and growing, being inclusive and providing well-paying, healthy, meaningful employment

Enhanced self-sustaining, dynamic, entrepreneurial ecosystems in which:

- Businesses and entrepreneurs are supported and nurtured
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Support and nurture a healthy, ethical, and vibrant ecosystem

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# Our Impact

Highlights from our journey together in conversation with Lethabo Rampya, Head of Incubation and Programmes - AGGP\_SA.

## Building the Foundation Before the Ship

Our journey with AGGP\_SA began during a pivotal shift in 2020 from a grant-making foundation to a strategy-led, impact-focused ecosystem enabler. AGGP\_SA needed a thinking partner who could help them organise around their emerging identity. What began with a Theory of Change and a measurement framework evolved into deep advisory across programmes, incubation design, team structuring, and strategic direction.

## Embedding Reflection and Learning

Over time, we helped embed a practice of iterative reflection. Frameworks weren't static; they were used and updated. Insights from past programmes began informing new ones. The organisation continued to ask: are we clear on the purpose? Is this the right solution? What data do we need before we act? Clarity gave AGGP\_SA confidence to challenge itself and others to think beyond the incremental impact they were having towards deeper transformational impact.

## Ecosystem Builder with Accountability

AGGP\_SA's clarity around its role as an ecosystem builder led to significant internal shifts: changes in team structures, roles, programme design, and funding strategy. Importantly, this clarity began to influence partners' mindsets. Grantees were invited into deeper conversations on impact, insight, and adaptation. The legacy is visible in how decisions are made, strategies crafted, and impact defined, with a shared commitment to excellence and integrity.

## Enabling, Catalysing & Amplifying Impact

“A key area of our support for partners is impact measurement. We believe that empowering them with the skills to measure impact directly enables them to provide us with the meaningful data necessary to understand the full effect of our partnerships.”

## Thriving & Resilient Communities



“Our partners are now thinking about impact in a more profound way, looking beyond short-term, incremental improvements. They understand that our discussions will now focus on achieving transformational-level impact.”

## Synergistic & Healthy Environments



“Engaging with Relativ has sharpened our definition of 'ecosystem building' through embedding, reflection, and understanding impact. Because of this, we are taking steps to determine how to effectively measure our efforts in this area.”

## Learning, Responsible Organisations Maximising Positive Social & Environmental Impact

“And what you've left behind is a deep understanding that the true value lies not just in what is built, but also the underlying framework upon which it is built..”

