



FIRSTRAND
Foundation

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FirstRand Foundation Funding Guidelines

Statement of Strategic Intent

The FirstRand Foundation strives to be the foremost corporate social investor and knowledge collaborator committed to contributing to the development of a better South Africa.

Foundation Funding Principles

The FirstRand Foundation bases its investment decisions on the following five core principles:

- The Foundation cannot be all things to all people – given limited resources, it narrowly targets its investment to maximise impact where possible.
- The Foundation does not respond to need only, but to evidence-based programming and performance, proven impact, and innovation.
- The Foundation supports programmes and organisations that are aligned with government priorities, objectives, and outcomes.
- The Foundation focuses strongly on the monitoring and evaluation of clearly defined objectives – this allows it to target investments more effectively.
- The Foundation is committed to partnerships and collaborations based on mutual trust with organisations (civil society, donors, institutional entities or government) that positively and innovatively pursue the goals of development.

In addition to these core principles, the Foundation's basic decision making is guided by the following:

- Only registered public benefit organisations (PBOs) can generally be supported by the Foundation.
- Generally, a partner can only receive one grant per annum from one of the brand committees.
- The Foundation aims to have a presence in each province, where practical.
- The Foundation does not generally fund infrastructure projects, though these are assessed on a case-by-case basis.
- The Foundation provides organisations with multi-year funding in most cases, which may include escalations to address inflation and/or reward strong performance.
- The Foundation does provide core funding support covering the overhead and administrative costs of its partner organisations, so long as these can be directly linked to the achievement of set objectives.
- The Foundation supports sustainable partners; sustainability is understood both as the ability to create long-term, lasting impact (beyond the Foundation's involvement) and to consistently and effectively raise funds from a variety of donors in order to meet set objectives.
- In some cases, the Foundation will provide support for 'funding for fundraising' (i.e., supporting a fundraiser's salary, developing a fundraising database and/or providing capacity-building for existing fundraisers).
- Responsible, clear exit strategies will be implemented based on a variety of factors, *including* the impact and performance of programmes, sustainability of partners, and the Foundation's understanding of its role in each specific circumstance.



As represented by the member funds, all divisions of FirstRand Bank Limited

FirstRand Foundation Reg No 012-822 IT 156/88
FirstRand Trust Reg No 012-823 T332/91
Trustees SE Nxasana (Chairman) AH Arnott H Arrand L Brown
P Cooper J du Preez E Maepa JSP Matsebula CY Mkhize
Prof RM Phakeng CP Waterhouse
Managed by Tshikululu Social Investments NPC

The following activities and areas are not considered for support by The Foundation:

- Overseas tours and exchanges;
- Sporting activities, sports and recreation clubs (except for specific projects that are focused on community development);
- Company promotions and membership subscriptions;
- Musical festivals/choirs and/or video and film productions;
- Fundraising gala events;
- Conferences, workshops and memorial lectures (except in special circumstances where the focus of the event is directly aligned with the Foundation's work and there is a strong strategic case for support);
- Political or quasi-political bodies;
- Religious organisations (except community outreach projects);
- Trade unions;
- General fundraising requests (only specific requests will be considered);
- Meeting the costs of collecting donations from others;
- Endowment trusts;
- Commercial ventures (closed corporations and other for profit activities);
- Loans and investments;
- Individual school requests, including ECD centres; and
- Advertising in educational or other supplements.

Strategic Priorities

The Foundation has identified four strategic priorities that cut across all of the programmes and activities that it supports. These priorities strengthen the guiding principles of the Foundation in order to promote development in the country. They also contribute to the critical goal of scaling up the impact of the Foundation beyond grantmaking.

Mainstreaming Disability

The Foundation recognises that many of South Africa's most vulnerable citizens are adults and children with disabilities. They often lack the services, support and opportunities that they need in order to succeed. With this in mind, the Foundation places strong emphasis on mainstreaming disability across all of its programmes. Mainstreaming may include supporting programme partners that work specifically with people with disabilities, as well as providing grants to partners that aim to integrate people with disabilities into their traditional programming (i.e. improving inclusivity). The Foundation's activities explicitly support a social model approach to disability, as opposed to a medical one.

Mainstreaming disability contributes to the scaling up of impact because it assists the Foundation in reaching a population of people that is very often excluded or overlooked by traditional development interventions. It also can influence other corporate donors, ideally facilitating the flow of funding to people with disabilities.

Capacity Building

The non-profit sector will only fulfil its potential if it builds and strengthens its capacity to implement effective programmes in an efficient, professional way. Building capacity leads to improved organisational sustainability, the upscaling of interventions where relevant, and the implementation of



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more successful programmes. The Foundation aims to provide access to capacity-building services – including mentoring, training and leadership/organisational development – to its non-profit partners (and, where possible and appropriate, to those not currently receiving funding).

Capacity-building contributes to scaling up impact by strengthening sustainability and building leadership within the non-profit sector, as well as contributing to the development or strengthening of effective organisations that can more effectively respond to and assist the communities they serve.

Leveraging Partnerships

In order to maximise impact, the Foundation looks for ways to ‘punch above its weight’ where possible. One of the primary methods of doing this is through partnerships. The Foundation aims to develop and strengthen meaningful relationships with partners – including other donors, civil society organisations, institutional entities and government – that share the same philosophy and have a common objective of contributing to a better South Africa. Such partnerships look to combine resources, experience and expertise to make a larger impact than what could be achieved in isolation. Crucially, partnerships do not need to be financial in nature, but may involve knowledge sharing; policy and advocacy work; or strategy design and implementation.

Leveraging partnerships contributes to scaling up impact by harnessing the strengths of like-minded partners in order to accomplish the Foundation’s goals. In short, it speaks to the well-known adage that ‘the whole is greater than the sum of its parts.’

Knowledge Sharing

The CSI sector in South Africa contributes billions of rand towards the socio-economic development of the country each year. In many cases, these investments are made with little collaboration or coordination. This can result in reduced impact and coverage because little or no effort is made to optimise collective resources. Therefore, one of the Foundation’s key priorities is to share knowledge across the sector, with other donors, government, and civil society partners. Across programmes, the Foundation aims to facilitate networking opportunities and disseminate information in relation to its challenges, successes and lessons learnt. This may take the form of publishing articles and reports (both through its website and other channels), holding knowledge-sharing workshops or having meetings and discussions with others in the sector.

Knowledge sharing contributes to the scaling up of impact by ensuring that the Foundation does not operate in isolation. It facilitates learning from the experience and expertise of others and allows for contribution to the pool of knowledge in the development field, where partners may benefit from it.

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