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**Rebuilding Communities –  
Restoring Hope.  
Experience from South  
Africa**

**LGPro Conference**

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# South Africa – the development realities

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Population:	49.3 million
of which <15 years	31%
Per capita income	US\$ 5 800
Unemployment	24%
People living with HIV/AIDS	5.2 million
AIDS orphans	1 million +
Households in informal housing	25%

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# Defining CSI

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Corporate Social Investment

is

“giving money to good causes for good effect”

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# CSI in South Africa

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- Long tradition of business investing in the community
  - Professionalised engagement from the 1970s
  - Support for organisations working for change
  - South Africans rank business strongly as a social actor
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# CSI – helping build communities

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- Powerful way to demonstrate how business can help SA change for the better
  - Provides the means to reach and bridge some of the real gaps in society
  - Backing initiative, courage and hope – social qualities no business can survive without
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**Good intentions are not enough...**

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# The development world is complex and confusing

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- Problems of poverty and underdevelopment are pervasive
  - Hard not to get emotionally involved
  - Sheer scale of challenge
  - How can we really make a difference?
  - What strategies work and how can we tell?
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# The human dimensions

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Understanding poverty as more than just material need, we can see it embraces

- Loss
  - Dependency
  - Hopelessness
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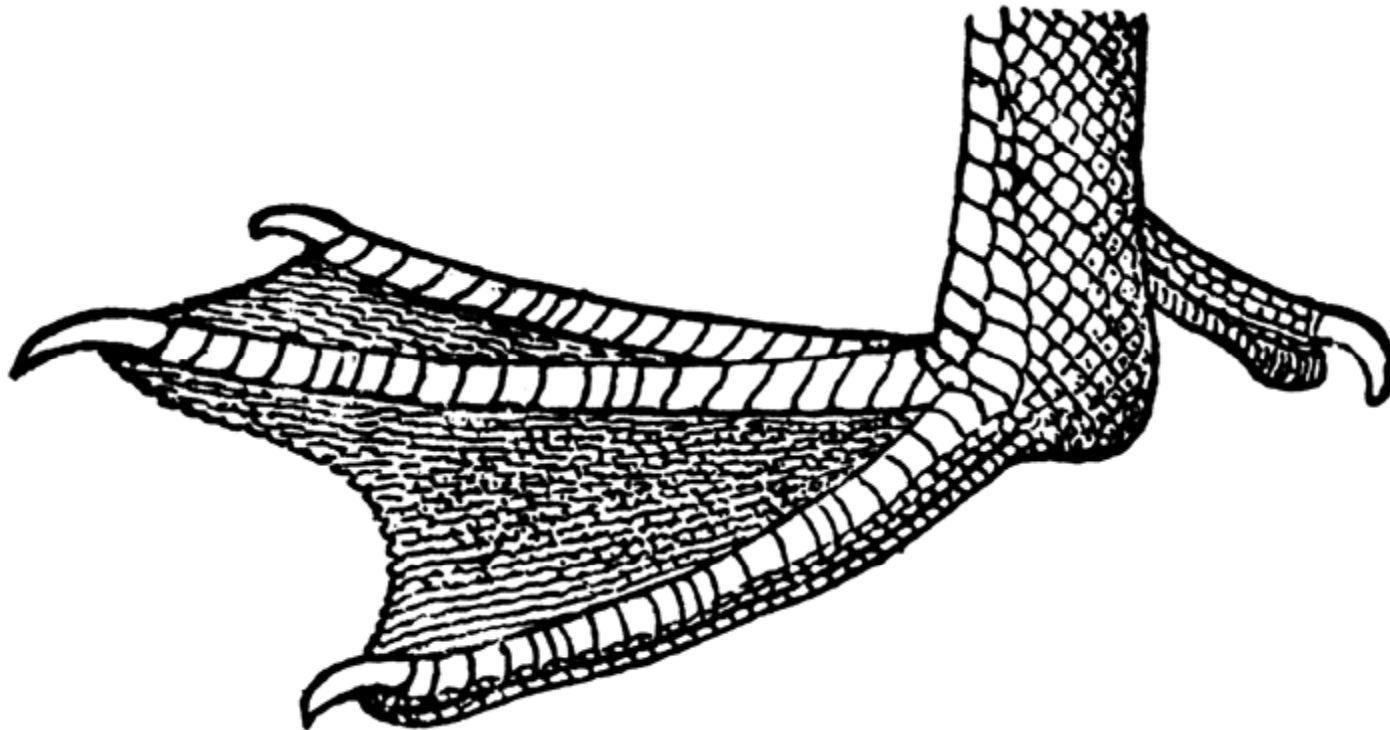
# Types of development

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- D Development – state, international agencies
  - Δ Development – market & market friendly players
  - d Development – agencies that can work with people at their pace and to their capacities
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# Complementary roles for civil society and government

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# South African experience

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Two “home grown” interventions  
rebuilding communities and restoring  
hope in

- Inner city areas
  - HIV/AIDS
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# Inner city realities



# MES Aksie brings hope



# HIV/AIDS realities

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# Isibindi brings hope



# Home grown interventions – A South African speciality

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- Very modest beginnings
  - People want “to do something”
  - Ad hoc welfare interventions
  - Time to listen and learn
  - Broader, integrated focus
  - Professionalise operations
  - Credibility and track record
  - Grow partnerships
  - Expand through social franchises
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**To understand the realities, you must go  
there**

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# Getting a sense of proportion

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# Sensitively exploring people's realities

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# Finding credible guides

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# Making time for people

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# Listening and learning

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# Getting a sense for what is and what it would take to change

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# Be prepared for long journeys and small steps

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# Celebrating life and hope

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# Lessons from “home grown” initiatives

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- No one model will work in all contexts
  - Be there for the long term
  - Start big, fail big
  - Care about the outcomes – the poor are not served through poor service
  - Success depends on individual aspirations and commitment
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# Home grown interventions ... where there are victors, not victims

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# Home grown interventions ... where there is energy

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# Home grow interventions ... where small things are done well

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# Home grown interventions ... served by people with purpose and care

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# Home grown interventions ... where people are building a better future



# Home grown interventions ... nurturing a stronger sense of self and community

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# Home Grown interventions - Issues for local government

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- First build trust and mutual understanding
  - This is new and frightening space for everyone
  - Community development is not the same as service delivery
  - Let others set the agenda, timeframes and priorities
  - Don't dominate by trying to do everything
  - Scale back and scale down
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# Looking for champions...

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# Home grown interventions - Finding the champions

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- Not looking hard, long and low enough
  - Something will be happening
  - Informal approaches – don't overwhelm people
  - Listen,listen,listen
  - Trust their instincts
  - Grow linkages by doing small things together
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# It takes time but...

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- You can move from devastation and dependency to development
  - Hope can be infectious once it takes root
  - People are capable of a lot more than they think
  - If you look hard enough you will find somewhere and someone to start the ball rolling
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# Acknowledgements

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Margie Keeton was the founder CEO of Tshikululu Social Investments, a non profit consultancy that manages the CSI of major corporations in South Africa. Prior to establishing Tshikululu she served as the Chief Executive of the Anglo American and De Beers Chairman's Fund, the first professionally managed CSI fund in South Africa. The learnings presented here are drawn from these experiences.

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