



# 2012

activities report









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*A report of 2012 program developments and investments of the ELMA Group of Foundations*

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activities report

# 2012

# Introductory Note from the Chief Executive Officer

As the ELMA Philanthropies team began reflecting on the accomplishments and programs detailed in this 2012 Activities Report, it became apparent that a theme was emerging representing the collective objectives of the ELMA Group of Foundations. That theme is one of potential: the potential of the child, his or her parents, families, and ultimately the larger community in which they reside. It also speaks to the inherent and often unrealized potential of systems and governments to become more efficient and effective in terms of sustained delivery of key social services. In engaging with a broad suite of stakeholders, ELMA seeks to maximize the nascent potential in all our relationships. In keeping that potential at the forefront when we develop our strategies and structure our investments, we are acknowledging that the story, hope and opportunity reside not with ELMA but rather with the individuals, programs and institutions we seek to support. It is their journey and their transformation we seek to highlight so that others can share in that potential and can hasten and encourage its expansion. During this past year, we have supported, and will continue to support, many opportunities for realizing that potential at the community level and at national scale. This year we launched the ELMA Community Grants Program which is a pilot focused on direct grant-making to local, grassroots community based organizations that often represent the only form of civil society addressing the needs of their communities. By investing in the health and education of children we leave our indelible mark on their and our own futures. We never pretend to know all the outcomes our work will engender, but that will in no way diminish its potential. Each incremental step in building such potential may be the small light of a candle that someday becomes the burning torch.



**Thomas McPartland**  
Chief Executive Officer,  
the ELMA Philanthropies Services







# the ELMA Philanthropies

The ELMA Philanthropies Services is the services arm of the ELMA Group of Foundations. From locations in New York, Cape Town and Dar es Salaam the ELMA Philanthropies staff develops program strategies, identifies and explores grant and other investment opportunities, develops strategic partnerships, and monitors and evaluates investment performance on behalf of each of the private foundations that make up the ELMA Group of Foundations.













# the ELMA Group of Foundations

*At the recommendation of the ELMA Philanthropies, the ELMA Group of Foundations made grants and other philanthropic investments in 2012 through the following private foundations:*

## the ELMA Foundation

The ELMA Foundation is the primary foundation and aims to improve the lives of Africa's children and youth through the support of sustainable efforts to relieve poverty, advance education and promote health.

## the ELMA Relief Foundation

The ELMA Relief Foundation supports organizations and initiatives that provide post-disaster emergency assistance throughout the globe with special attention to the needs of children, who often suffer disproportionately in the aftermath of such tragedies.

## the ELMA Vaccines & Immunization Foundation

The ELMA Vaccines and Immunization Foundation began its investment activities in 2012 and aims to expand vaccine and immunization coverage for children globally.

## the ELMA Music Foundation

The ELMA Music Foundation supports organizations in South Africa and the US that either provide music education to underprivileged children and youth or provide assistance to members of the music community who are undergoing personal or financial hardship.

## the ELMA South Africa Foundation

The ELMA South Africa Foundation funds selected programs not aimed specifically at children, within the country of South Africa.



# the ELMA Foundation

The ELMA Foundation is the primary foundation and since the commencement of its activities in 2005, has grown into one of the world's largest private foundations focused exclusively on children in Africa.

The ELMA Foundation's 2012 investments fall within three portfolios managed by the ELMA Philanthropies staff on behalf of the ELMA Foundation: education, health, and special opportunities.







## the ELMA Foundation: Education Portfolio

Education revolves around potential. Exposing young minds to the accumulated knowledge of their forebears unlocks the creative, economic, personal and civic potential possessed by every child. This latent ability is greatest when children are youngest. Their flexible minds, natural curiosity and credulity allow young children to learn and grow tremendously in their first few years.

At the recommendation of the ELMA Philanthropies, the ELMA Foundation's 2012 education investments continue to deepen its support of young children's potential through early childhood development (ECD) programs. We also acknowledge the very real risk that a child's potential may be diminished by lack of nutrition, stimulation or care during these formative years. ECD programs seek to ensure that every child has the opportunity to start school with their young bodies and brains operating at full capacity. In 2012, the ELMA Foundation supported Associação Wona Sanana, a Mozambican civil society organization, to strengthen ECD and primary education. In Lesotho, the ELMA Foundation's grant to Catholic Relief Services helps to improve ECD services by working directly with communities and thereby, recognizing the potential of society as a whole and every member as an individual, contributes to the success of the next generation.

In recognition of the importance and potential of qualified ECD practitioners, the ELMA Foundation invested in Lesotho College of Education, the country's only formal training program for ECD practitioners.



ELMA has also recognized that ECD is only a first step in a life of learning and that a successful transition to primary school is also key to a child's education. In South Africa, the ELMA Foundation has partnered with USAID and J.P. Morgan to fund three African institutions, Mindset Network, siyaJabula siyaKhula and Human Sciences Research Council, to improve the quality of primary school teachers in South Africa by strengthening support and training so that teachers can realize their own potential in the classroom. The ELMA Foundation's support of the Children's Book Project (CBP) in Tanzania not only recognizes the value of CBP's storybooks published in Kiswahili to engage children to read but also realizes the growing potential of CBP as a local Tanzanian organization to expand its reach and increase its impact.

In 2012, the ELMA Foundation's Strengthening Our Schools (SOS) program entered into its fourth year of strengthening twenty primary and secondary schools in South Africa. By recognizing that children need more than buildings and books to learn effectively, ELMA's SOS program is increasingly focusing on psycho-social work, and on the potential of school management, especially teachers and managers, as they develop skills and acquire tools to maximize their productivity as educators so that students can reap the benefits.

Every child is born with an innate sense of wonder and curiosity, a natural desire to learn and vast capacity for growth. In 2012, the ELMA Foundation's education investments have continued to focus on opportunities that improve children's chances to maximize their potential.





## the ELMA Foundation's 2012 Education Investments

### **Africa University**

*Africa*

Scholarship support for financially disadvantaged students for the 2012-2013 academic year

### **African Leadership Academy**

*Africa*

No-interest loan to support the sustainability of an educational institution focused on developing the next generation of African leaders

### **Afrika Tikkun**

*South Africa*

Project support for the operational costs of six Early Childhood Development centers in Gauteng and the Western Cape (Alexandra,

Delft, Diepsloot, Hillbrow, Mfuleni and Orange Farm)

### **Aga Khan Foundation**

*Mozambique*

Renewal support for education and health programs, including early childhood development, in Cabo Delgado Province

### **Associação Wona Sanana**

*Mozambique*

General support to strengthen a Mozambican national organization focused on primary education, early childhood development and psycho-social programs



Philani Nutrition Centres Trust, happy educate boy

## CAMFED International

Malawi, Tanzania, Zambia, and Zimbabwe

1. General support for a comprehensive education program, incorporating CAMFED's model for community development and sustainability
2. Project support to conduct a baseline survey in Zimbabwe to provide a comprehensive snapshot of CAMFED partner schools and communities

## Cape Educational Trust

South Africa

Renewal of general support to expand access to early childhood development through teacher training and support, community-based projects, and by providing age appropriate books and learning materials

## Catholic Relief Services

Lesotho

Project support for 'Whose Child is This?', promoting community-based support for integrated early childhood care and development

## Children's Book Project for Tanzania

Tanzania

Project support for capacity building and organizational development activities

## The DG Murray Trust

South Africa

Renewal support for the third and fourth years of Ilifa Labantwana, a four-year effort to develop quality, scalable and sustainable early childhood development programs for disadvantaged children

## Human Sciences Research Council

South Africa

Part of the School Capacity and Innovation Program, co-funded with USAID and J.P. Morgan: Project support for developing the current Teacher Assessment Resources for Monitoring and Improving Instruction (TARMII) for the foundation phase

## The Learning Trust

South Africa

General support to a new agency that aims to strengthen education organizations at the community level by providing capacity building services and regranting financial support

## Lesotho College of Education

Lesotho

Project support for capacity building in early childhood care and development training and support

## Mindset Network

South Africa

Part of the School Capacity and Innovation Program, co-funded with USAID and J.P. Morgan: Project support for improving the quality and relevance of teacher professional development activities in South Africa through the development and widespread distribution of digital content for Grade 1 - 6 teaching

## Penryn Trust

South Africa

1. Part of the Strengthening Our Schools program: Renewal project support to strengthen five primary and five secondary public schools in Mpumalanga Province
2. Renewal general operating support for Penreach's teacher and school development work

## Promoting Equality in African Schools

Uganda

Project support to construct additional classrooms at three secondary schools to benefit over 500 students

## Rossing Foundation

Namibia

Project support to enhance three primary schools in the Omaheke Region serving over 1,100 children through teacher training and development

## Save the Children

South Africa

1. Part of the Strengthening Our Schools program: Renewal project support to strengthen eight primary and two secondary public schools in the Free State Province
2. Project support for the planning phase of a school health project: 'Fit to Learn'

## siyaJabula siyaKhula Education Association

South Africa

Part of the School Capacity and Innovation Program, co-funded with USAID and J.P. Morgan: Project support for improving learner literacy through teacher training, learner capacitation and community based support in Limpopo Province





## the ELMA Foundation: Health Portfolio

In 2012 the health team at the ELMA Philanthropies embarked on an ambitious effort to streamline program strategy and consolidate investments to focus on key thematic areas to maximize impact on the lives of children and their mothers.

Much of the technical knowledge of the interventions that work to improve maternal and child health outcomes is already known. ELMA has taken on the challenge of supporting evidence-based efforts that translate this knowledge into scalable implementation focused on reducing child mortality, improving maternal care and safeguarding the health and well-being of newborns.

To this end, substantial investments were made by the ELMA Foundation in the areas of: integrated service delivery for mothers and children, developing and refurbishing health infrastructure, improving health

human resources, and scaling through the public and private sectors.

### Integrated Service Delivery for Mothers and Children

The ELMA Foundation's HIV-related investments continue to engage a broad suite of stakeholders in expanding care and support to prevent parent-to-child transmission, and to improve the quality of pediatric HIV care through integrated and comprehensive approaches that impact the survival of mothers and



Philani Nutrition Centres Trust, Outreach Coordinator, Nokwanele, + Outreach triplets

their children. General support for early childhood development, health and nutritional interventions for malnourished children and pregnant women and the provision of social support services in high need areas complement these comprehensive efforts.

## Health Infrastructure

The ELMA Foundation's investments in improving health infrastructure are targeted at upgrading existing facilities or developing new facilities in partnership with government to improve pediatric and maternal services in East and Southern Africa. The ELMA Foundation has invested in the refurbishment of the KwaZulu-Natal (KZN) Children's hospital in Durban which aims to improve the health of children facing multiple vulnerabilities by providing high quality decentralized integrated care which stresses prevention and health promotion. Similarly, in Tanzania, the ELMA Foundation support of the development of the new Baobab Maternity Hospital in Dar es Salaam is gaining momentum. This construction effort is well under way, with many other funders now joining this effort.

## Human Resources for Health

While such construction initiatives are essential, having the skilled human resources to provide quality services is perhaps even more critical. The ELMA Philanthropies health teams in Dar es Salaam and Cape Town are coordinating efforts to support large-scale training and quality-improvement initiatives aimed at scaling up the numbers and capacity of clinicians, midwives, pediatric and neonatal nurses and community health workers across East and Southern Africa. The capital invested in the construction of the new Baobab Maternity Hospital in Tanzania is closely tied to its human resource strategy aimed at facilitating the early recruitment and training of staff. ELMA's investment in Clinton

Health Access Initiative (CHAI) Rwanda has helped catalyze a groundbreaking effort to improve health human resources in the country. It has fostered an unprecedented collaboration between the US Government and 13 US universities working directly with the Government of Rwanda to increase the numbers of skilled doctors, nurses and professional health managers. This effort is increasingly being looked upon as a model for improving the efficiency in foreign aid disbursement. The ELMA Philanthropies co-hosted a Pediatric Nursing Colloquium to consider the national need for pediatric trained registered nurses in South Africa and to map a 5-year plan of support and programme development.

## Supporting Scale through the Public and Private Sectors

The South African National Department of Health is prioritizing primary healthcare re-engineering as a preventative health model to underpin universal health coverage under National Health Insurance. The ELMA Foundation is supporting models and best practice in primary healthcare re-engineering that could inform implementation nationally.

In addition, as part of our strategy to identify innovative approaches for sustainable and systemic change the ELMA Philanthropies staff continues to explore strategic partnerships and parallel funding opportunities within the private sector to expand access to affordable and quality health services to under-served communities in an effort to expand government identified priority health programs.





the ELMA Foundation's  
2012 Health Investments

## Integrated Service Delivery for Mothers and Children

### University of KwaZulu Natal

*South Africa*

Project support to the 20,000+ Partnership to rapidly implement the 2010 WHO guidelines on PMTCT and HIV and Infant Feeding using a Quality Improvement approach, as part of the Partnership for HIV Free Survival initiative in Lesotho, Mozambique, Tanzania and Uganda

### Children in Crossfire

*Tanzania*

Project support for a pediatric oncology program to improve treatment, care and support for children with cancer

### Clinton Health Access Initiative, Inc. (CHAI)

*Lesotho*

Renewal support to prevent parent-to-child transmission of HIV and increase survival of HIV-infected women and infants, through the delivery of effective anti-retroviral therapy and comprehensive maternal and child health services

*Uganda*

Project support to increase uptake of Oral Rehydration Salts/Zinc to treat diarrhea in children

### The Kidzpositive Family Fund

*South Africa*

General support for integrated health, early childhood development and social support services for children living with HIV/AIDS in the Western Cape

### mothers2mothers

*Swaziland and Lesotho*

Project support to expand and strengthen prevention of parent-to-child transmission education and psycho-social support services to assist HIV-infected women and their infants

### Paediatric AIDS Treatment in Africa (PATA)

*East and Southern Africa*

General support to a continent wide network of African frontline health practitioners, improving the quality of pediatric HIV care, through participation of clinic teams in skill-building forums throughout East and Southern Africa

### Philani Nutrition Centres Trust

*South Africa*

Renewal and capacity building support for comprehensive health and nutrition interventions for malnourished children and pregnant women in the Cape Metro and OR Tambo Districts

### The United Nations Children's Fund (UNICEF)

*South Africa*

Project support for school health as part of primary health care re-engineering by supporting the translation of the new school health policy by supporting implementation planning and developing training resources for provinces

## Human Resources for Maternal and Child Health

### The Children's Hospital Trust

*East and Southern Africa*

1. Project support to improve the quality and scope of post-graduate pediatric nurse training
2. Renewal project support for the African Pediatric Fellowship Program to train doctors from university hospitals in Eastern and Southern Africa in pediatric sub-specialties

### Clinton Health Access Initiative, Inc. (CHAI)

*Rwanda*

Renewal project support to assist in the launch of the Government of Rwanda's Human Resources for Health Plan

### The Teresa Group

*Africa*

Renewal project support for an international symposium on children and HIV/AIDS, providing travel scholarships for African practitioners

### Umthombo Youth Development Foundation

*South Africa*

General support for scholarships and reinforcing support for students from rural KwaZulu Natal as part of recruiting, training and retaining health care professionals for rural hospitals





Philani Nutrition Centres Trust, children in winter

## Infrastructure and Technical Support for Maternal and Child Health Services

### The Children's Hospital Trust

*South Africa*

Capital support for the construction of a centre for childhood infectious diseases to centralize the activities of the Pediatric Infectious Diseases Unit and the Clinical Research Unit at Red Cross Children's Hospital to allow more child patients to receive care, improve multidisciplinary support for children with infectious diseases, and enhance integration of clinical services, research and education

### Clinton Health Access Initiative, Inc. (CHAI)

*South Africa*

Renewal program support for expanding and sustaining access to health care in South Africa

## Comprehensive Community Based Rehabilitation in Tanzania

*Tanzania*

Capital project for the construction of new Baobab Maternity Hospital and to facilitate early implementation of human resource strategy

### The KwaZulu-Natal Children's Hospital Trust

*South Africa*

This landmark project is to re-establish the KwaZulu Natal (KZN) Children's Hospital on the Durban beachfront (formerly the Addington Children's Hospital) as an integrated pediatric and child health hub for treatment, prevention and care. The KZN Children's Hospital is a new conceptualization of a traditional children's hospital, with greater emphasis on children with multiple vulnerabilities, rather than acute illness or trauma. ELMA support is for phase one renovation of KZN Children's Hospital and Core Support for the KZN Children's Hospital Trust



## Health Financing

### Africa Health Fund, LLC

*Africa*

Investment in a private equity fund that seeks to expand access to affordable, quality health services to under-served communities by investing in small-to-medium-sized for-profit enterprises in the health care sector



# the ELMA Foundation: Special Opportunities Portfolio

Mozambique, photo credit: Helen Cho



The special opportunities portfolio encompasses strategic investments that bridge or lie outside the guidelines and objectives of the ELMA Foundation's education and health programming.

At a systemic level, through the special opportunities portfolio, the ELMA Foundation continues to support a children's rights cluster in South Africa, recognizing that the work of these organizations assists in creating an enabling environment in which effective health and education programming can take place.

At a grassroots level, the ELMA Foundation supports community-based organizations (CBOs) via re-granting organizations such as the Global Fund for Children and American Jewish World Service, and directly through the newly established ELMA Community Grants Program. While ELMA has long-recognized the crucial role CBOs play in the lives of children, in 2012, informed by research undertaken in 2011 by the ELMA Philanthropies staff, CBOs took on a much more central role in the special opportunities portfolio.

Three major points emerged from the research:

1. CBOs and small NGOs play a critical role in providing community level services to vulnerable children, particularly in health and education.
2. CBOs are an essential element in civil society, often standing alone to take responsibility for understanding and



communicating the needs of society's most vulnerable members.

3. There are several mechanisms by which ELMA could effectively reach these CBOs, which often require various types of support beyond funding, such as organizational strengthening, advocacy, and networking.

As such, in 2012, the special opportunities team has focused predominantly on refining our regranting strategy whilst developing the ELMA Community Grants Program (ECGP), an in-house two year pilot. Through the ECGP, the ELMA Foundation is able to strengthen and provide direct funding and support to grassroots organizations undertaking humanitarian interventions to an extensive group of beneficiaries. This program has entailed adapting our grant application and recommendation processes to allow for easier engagement with organizations qualifying under the ECGP. During this pilot phase, Philanthropies

staff aims to better understand the various contexts in which these organizations are operating, in order to maximize the ELMA Foundation's support. Where possible, ELMA is aligning with partners providing funding and other assistance to these organizations, whilst highlighting the importance of funding CBOs and small NGOs for positive child outcomes. The pilot officially commenced in July 2012 with the approval of grants to five organizations focused on vulnerable children in remote, under-resourced communities.

As ELMA deepens its impact in Southern and East Africa through both the regranting and ECGP strategies, the nascent potential of the individual child is given a further chance to be realized, through our support of those organizations closest to them.





the ELMA Foundation 2012  
Special Opportunities Investments



## Regranting Organizations

### American Jewish World Service

*Southern and East Africa*

Regranting support for educational and health programs for vulnerable children through small grants and technical assistance to community-based organizations that directly serve children and youth

### Global Fund for Children

*Southern and East Africa*

Regranting support to advance educational and health opportunities for vulnerable children in 15 countries in Southern and East Africa through small grants and technical assistance to community-based organizations that directly serve children and youth

## Community Grants Program

### Bulungula Incubator

*South Africa*

General support to reach children with quality education, nutrition, health and basic services in the rural Xhosa Mouth area of the Eastern Cape

### Malamulele Onward

*South Africa and Lesotho*

General support to provide comprehensive rehabilitative therapy to children with cerebral palsy living in underserved rural areas of Southern Africa

### Touching Tiny Lives

*Lesotho*

General support for an integrated intervention focusing on malnourished children under 5 and their care givers in the rural Mokhotlong and Thaba-Tseka districts in Lesotho

### Vusumnotfo

*Swaziland*

General support for training and support to communities to improve the developmental outcomes of children in the rural province of Hhohho

### Woza Moya

*South Africa*

General support to ensure basic care of orphaned and vulnerable children and those affected by HIV/AIDS in rural Ufafa Valley, KwaZulu Natal, through home visits, an ECD centre and other ancillary support mechanisms

## Children's Rights

### Legal Resources Trust

*South Africa*

Renewal project support for ongoing social justice programs with a focus on children's rights, with regranting to ProBono.Org for children's rights work

### University of Cape Town (Children's Institute)

*South Africa*

Renewal for general support to strengthen the capacity of this premier children's policy development institute

### University of Pretoria (Centre for Child Law)

*South Africa*

General support for the Centre for Child Law for their ongoing social justice programs focused on children's rights, and support for the Centre's organizational strengthening

## Economic Opportunities for Youth

### Salesians Institute Youth Projects

*South Africa*

Renewal of general support for education and vocational training of disadvantaged and vulnerable children and youth living in and around Cape Town





# the ELMA Relief Foundation

## **SPECIAL FEATURE: A HISTORICAL RETROSPECTIVE**

Operational since 2005, the ELMA Relief Foundation (ERF) has made over 40 grants to more than 19 organizations. Since bringing on dedicated staff in 2010, ERF has significantly evolved in focus and strategy to better serve some of the world's most vulnerable disaster-affected populations.

## In developing its strategy to provide relief to the world's most vulnerable disaster-affected populations, ELMA has developed a nuanced understanding of the following key elements:

### 1. The nature of disasters:

Many of the world's most vulnerable populations live on the edge of survival slipping in and out of crisis mode in slow onset, largely unremarked, yet predictable, patterns. The depth and length of these cyclical emergencies (floods, droughts, food price inflation, etc.) are intensifying and are compounded by rapid population movements, against a backdrop of rural youth migrating to urban centers.

### 2. Impact on children:

Children are particularly vulnerable and traditional response mechanisms do not adequately address the multiplicity of their needs. Beyond access to emergency nutrition, health and education, children need psycho-social and protection-oriented support. Girls are especially vulnerable in unfamiliar environments where access to resources is negotiated on a daily basis.

### 3. The nature of disaster grant-making:

Such cyclical events fatigue donor response, whereas large-scale dramatic events elicit immediate, often overwhelming aid responses which are nevertheless tightly restricted to fit donor priorities. These emotion-driven responses are often heart-felt but inappropriate, un-coordinated and ineffective.

This analysis informs ELMA's surgical approach prioritizing response in slow-onset, underfunded disasters with special attention to the needs of children. Complementing the work of other foundations within the ELMA Group of Foundations, ERF is thus increasingly focused on Africa, where complex climatological, political and economic interactions wreak havoc on the most vulnerable population. In response to large-scale, well-publicized disasters, ERF is responsive, but with a focus on the relief-to-recovery period, filling gaps left by immediate responses and enabling families to rebuild up to 12 months afterwards. This is demonstrated by our continuing commitment to areas of the world that have now faded from sight, notably Haiti and Pakistan.



## With these goals in mind, our strategy is two-fold:

1. Fund highly professional implementing partners with deep technical and geographic experience
2. Collaborate with fellow grant-makers to boost funding and attention to underserved populations

ERF is capitalizing on its unique position as a private donor with access to a professional staff at the ELMA Philanthropies, and the ability to be flexible in approach and time frame.

### ERF's grant-investments increasingly include one or more of several key program elements:

- Supporting organizations with experience in cash transfers to fully develop and normalize this type of response as an efficient and effective tool
- Funding successful partnerships between international and national organizations where genuine skill and capacity building takes place
- Encouraging implementers to include child-focused activities, including using schools as both sites of multiple types of service provision and protective places, and ensuring any kind of food assistance takes into account both household decision-making dynamics and the nutrition needs of young children







Spot 1

## Spotlight on Haiti

Since 2005, Haiti has been devastated repeatedly by a series of tropical storms (2008), a massive urban earthquake (2010) and the outbreak of cholera in a naïve population (2010). When donor funding was slow and inadequate in response to tropical storms and cholera outbreaks, the ERF responded immediately by supporting highly skilled medical organizations (Partners in Health, Médecins Sans Frontières). When donor funding was immediate and overwhelming after the earthquake, ERF took a different, more measured approach, by phasing in support to Haitians in the relief to recovery period. ERF is also prioritizing funding for Haitian organizations to reach Haitian children with community level health and education services through Global Fund for Children and St. Damien's Pediatric Hospital.

# Light on Niger

One of the poorest and least developed countries in the world, Niger has experienced three large-scale droughts since 2005. The ERF has worked each time with experienced organizations to both address children's most immediate needs in basic nutrition and malaria treatment (Alliance for International Medical Action, Plan International), and, importantly, to begin building family and community recovery mechanisms in food purchase and production (Mercy Corps). ERF is also encouraging and prioritizing interventions that include cash-based transfers to female family members and skill transfers to local Nigerien groups (Concern Worldwide). Finally, ERF has actively collaborated with several other private foundations to leverage matching resources for these critical programs against a backdrop of recession in donor countries and increased need in disaster response.





# the ELMA Relief Foundation Grant Map



2005

August 🇳🇮

CARE USA, Niger  
Emergency support for therapeutic feeding programs to assist severely malnourished young children in Niger, West Africa; and longer term support for related training and evaluation

October 🇺🇸

Save the Children, USA  
Post-Katrina relief support, provided by the ELMA Foundation

November 🇵🇰

Aga Khan Foundation, Pakistan  
Support for emergency shelter, food and medical assistance to Pakistan and Indian Kashmir

2006

January 🇷🇺 🇸🇩

United Nations World Food Programme, Zambia & Malawi  
Emergency assistance to food insecure vulnerable populations in Zambia and Malawi

2007

March 🇲🇵

Oxfam GB, Mozambique  
Project support for an emergency water, sanitation and hygiene response to assist people displaced by Zambezi River flooding

May 🇲🇵

United Nations World Food Programme, Mozambique  
Project support for emergency assistance to food-insecure vulnerable populations affected by Zambezi River

September 🇯🇲 🇯🇲

United States Fund for UNICEF, Jamaica  
For emergency relief following Hurricane Dean, focusing on restoring education for Jamaica's children

CARE USA, Peru

Support for immediate and medium-term rehabilitation activities for Afro-Peruvian and Andean families affected by the August 2007 earthquake

October 🇯🇲

Environmental Foundation of Jamaica, Jamaica  
Re-granting support for assistance to children, their families and caregivers following the impact of Hurricane Dean

December 🇬🇧

Save the Children Federation, Inc., Bangladesh  
Project support for humanitarian health and nutrition assistance to mothers and children in cyclone-affected areas

2008

January 🇲🇵

Instituto Nacional de Gestão de Calamidades, Mozambique  
Government agency support to develop and improve internal capacity and increase the disaster response capability of communities; and for emergency flood relief

Oxfam GB, Mozambique

Project support for emergency water, sanitation, hygiene, food security and livelihoods response to floods in Mutarara district

May 🇲🇲

World Vision, Inc., Myanmar  
Project support for emergency relief in Myanmar following Cyclone Nargis

Save the Children Federation, Inc., Myanmar  
Project support for emergency relief in Myanmar following Cyclone Nargis

International Medical Corps (IMC), Myanmar  
Project support for emergency relief in Myanmar following Cyclone Nargis

Médecins Sans Frontières, Myanmar  
Project support for emergency relief in Myanmar following Cyclone Nargis

July 🇲🇲

United Nations World Food Programme, Myanmar  
Project support for an emergency food response to assist 750,000 people in Myanmar's Irrawaddy Delta region affected by Cyclone Nargis

September 🇮🇪

Médecins Sans Frontières, Haiti  
Support to assist communities devastated by a tropical storm and three hurricanes that swept the Caribbean in rapid succession

United Nations World Food Programme, Haiti  
Support to assist communities devastated by a tropical storm and three hurricanes that swept the Caribbean in rapid succession

November 🇲🇵

Médecins Sans Frontières, Zimbabwe  
Project support for emergency cholera treatment and prevention

2009

April 🇲🇼

United Nations World Food Programme, Malawi  
Project support for an emergency food response to assist over 13,700 people affected by severe seasonal flooding

November 🇪🇹

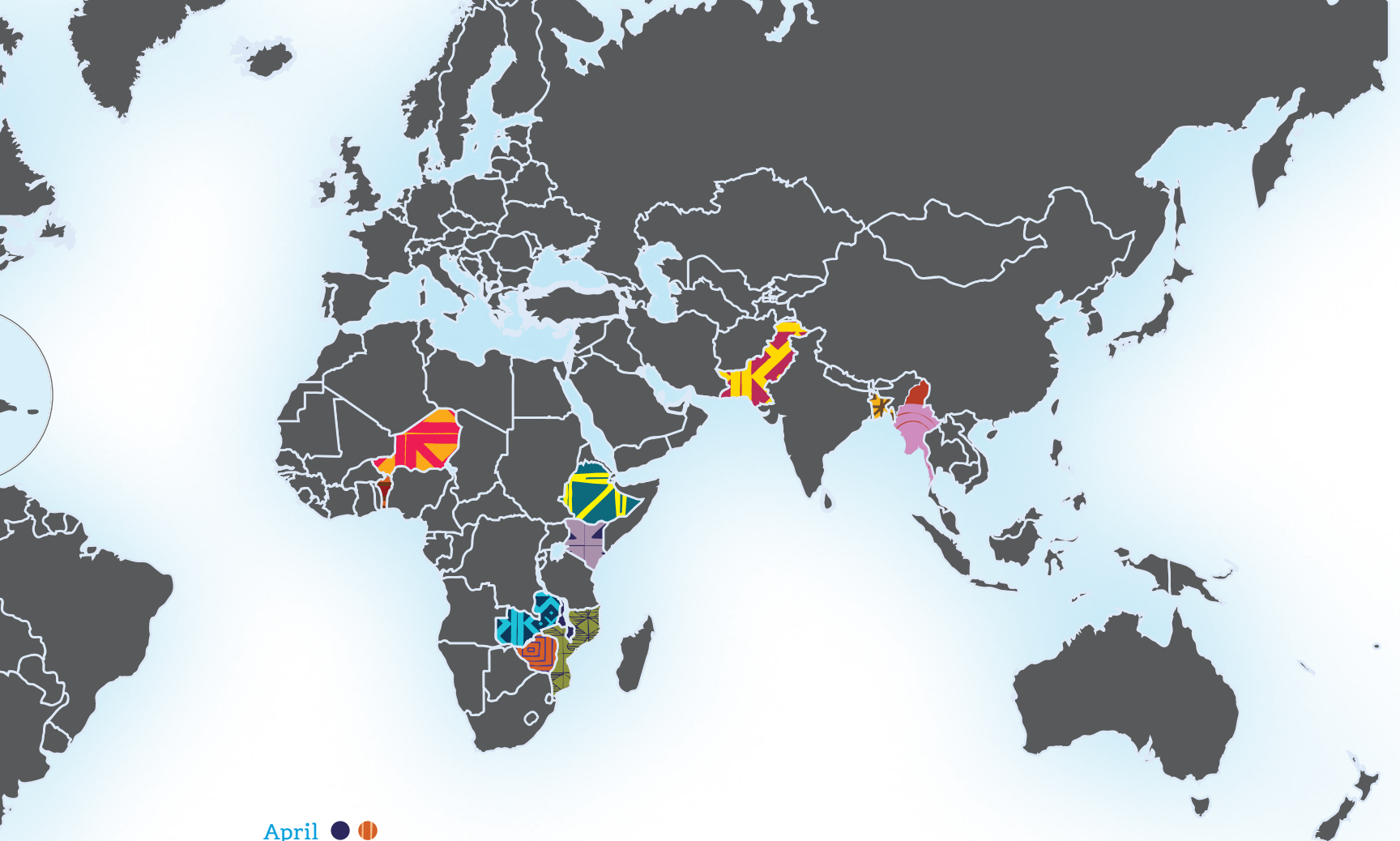
Oxfam America, Ethiopia  
Project support for emergency food relief in drought-stricken provinces

2010

January 🇳🇮

Concern Worldwide, Niger  
Project support for emergency relief in highly food insecure areas, focusing on nutritional support for children





**April** ● ● ●

*Global Links, Cuba*

Project support to fund medical equipment and supplies relating to emergency humanitarian response following a devastating earthquake

*Médecins Sans Frontières, Malawi*

Project support for immediate medical support and vaccinations for children aged 6 months to 15 years affected by a measles epidemic

**September** ●

*Global Fund for Children, Haiti*

Re-granting support to community-based organizations to meet children's needs following a devastating earthquake

**October** ● ● ●

*Partners In Health - A Nonprofit Corporation, Haiti*

Project support for addressing the cholera outbreak

*Médecins Sans Frontières, Haiti*

Project support to address the cholera outbreak

*CARE USA, Benin*

Project support for flood relief

**December** ● ●

*Save the Children Federation, Inc., Pakistan*

Project support for emergency relief in flooded regions, focusing on educational support

**2011**

**July** ● ● ●

*Oxfam America, Ethiopia*

Project support for emergency relief to assist communities affected by chronic drought

*United Nations World Food Program, Kenya*

Project support for emergency relief for communities affected by chronic drought

**August** ● ●

*Médecins Sans Frontières, Ethiopia*

Project support for emergency health and nutrition activities in Somali refugee camps in Liben, Ethiopia

**September** ● ●

*United Nations Population Fund, Haiti*

Project support to promote community security following devastating earthquake

**2012**

**January** ● ● ● ●

*Save the Children Fund, Kenya*

Project support to address children's emergency health and nutrition needs

*Aga Khan Foundation, Pakistan*

Project support for emergency mobile and medical care

*Friends of the Orphans, Haiti*

Project support for St. Damien's Pediatric Hospital

**April** ● ● ●

*Plan International USA, Niger*

Project support for school feeding in drought-affected communities

**May** ● ● ●

*Mercy Corps, Niger*

Project support for relief and recovery in drought-affected communities

*Concern Worldwide, Niger*

Project support for nutrition and cash transfers in drought-affected communities

**August** ● ● ●

*ALIMA, Niger*

Project support for child survival in highly food-insecure areas

2009

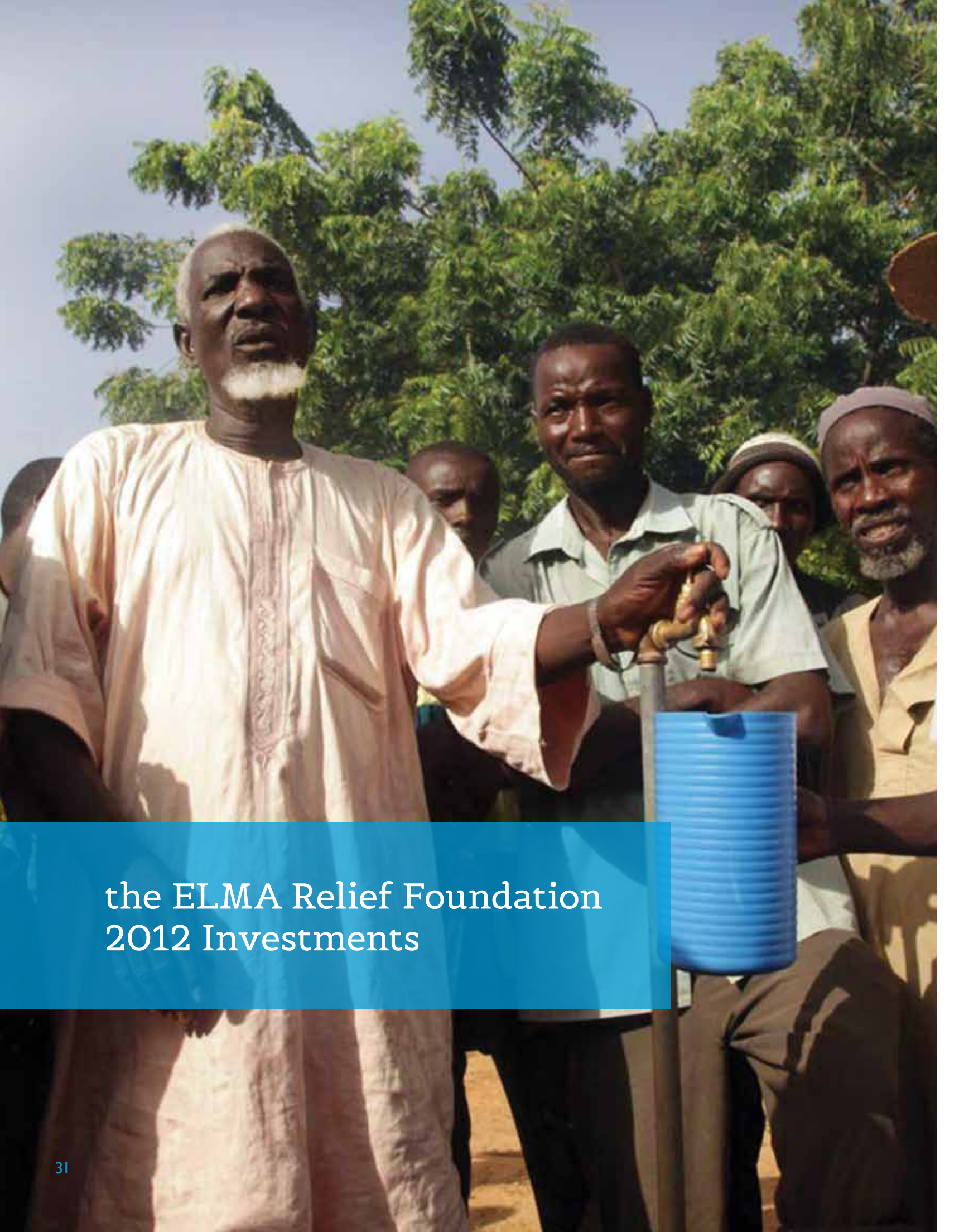
2010

2011

2012

2013





the ELMA Relief Foundation  
2012 Investments

### Aga Khan Foundation

*Pakistan*

Project support for emergency mobile medical care

### Alliance for International Medical Action (ALIMA)

*Niger*

Project support for child survival in highly food insecure areas

### Concern Worldwide

*Niger*

Project support for nutrition and cash transfers in drought-affected communities

### Friends of the Orphans

*Haiti*

Project support for St. Damien's Pediatric Hospital

### Global Fund for Children

*Haiti*

Regranting support to community-based organizations to meet children's needs following a devastating earthquake

### Mercy Corps

*Niger*

Project support for relief and recovery in drought-affected communities

### Plan International USA

*Niger*

Project support for school feeding in drought-affected communities





# the ELMA Vaccines & Immunization Foundation

Beginning its investing activities in 2012, the ELMA Vaccines and Immunization Foundation's mission is to expand vaccine and immunization coverage for children globally.

### Investments are currently focused on:

- Improving vaccine coverage in complex emergency situations
- Increasing vaccine coverage through improvements in supply chain management and delivery infrastructure in Africa
- Expediting the introduction of new vaccines that have the potential to greatly impact child mortality and morbidity

In its inaugural investment year, the ELMA Vaccines and Immunization Foundation made two grant-investments to expand vaccine coverage to children in need. The first grant-investment was made to Partners in Health to support its partnership with the Haitian Ministry of Health and Population to pilot the use of pre-emptive cholera vaccination as part of an overall cholera prevention and

case management strategy. The second investment was made to the Clinton Health Access Initiative to support its partnership with the Ethiopian Federal Ministry of Health and in-country partners to ensure effective vaccine roll-out and coverage by expanding training, strategies for temperature monitoring and stock management, and cold-chain equipment and maintenance plans.

The ELMA Philanthropies program staff continues to advise the ELMA Vaccines and Immunization Foundation on how it can expand its portfolio, focusing on opportunities to strengthen vaccine delivery systems, support end-to-end supply and cold chain solutions, and intervene in complex emergency situations requiring immediate and targeted vaccine coverage.

## the ELMA Vaccines & Immunization Foundation 2012 Investments

### Clinton Health Access Initiative

*Ethiopia*

Project support to strengthen a national cold chain and vaccine management system

### Partners in Health

*Haiti*

Project support to pilot a cholera vaccine delivery system









# the ELMA Music Foundation

## United States

The ELMA Music Foundation's US-based portfolio grew significantly in 2012, particularly in service of its youth-focused mandate. The ELMA Music Foundation believes that cultivating musical skills and talent in young people builds confidence and a positive outlook and helps young people make better educational, career, health, and personal choices. Therefore, in fulfilling its youth-focused grant-making strategy, the ELMA Music Foundation provided grant-support to a cluster of six "Music and Youth Development" (MYD) organizations across the United States. These multi-service after-school youth centers utilize music programming not only to provide safe and fun activities to young people, but also to "hook" them into broader youth development programming that targets academic, career, and personal advancement. The results of this three-year MYD cluster grant pilot, which ends in 2014, will inform future recommendations by the ELMA Philanthropies to the ELMA Music Foundation in the overlapping area of performing arts and youth development.

In addition to developing the MYD grant cluster, the ELMA Music Foundation provided capacity building support to the Mama Foundation for the Arts to help dynamic Founder and Executive Director Vy Higginsen to grow her organization and develop a robust donor development program to sustain this

growth. The Mama Foundation for the Arts continues to host the ELMA-supported Gospel for Teens program, which provides training and performance opportunities in gospel music for 200 youth from Harlem and surrounding areas per year.

## South Africa

The ELMA Philanthropies music team spent much of 2012 growing the groundbreaking partnership between the legendary musician and South African icon "bra" Hugh Masekela, and the National School of the Arts (NSA), South Africa's premier public arts high school. Bra Hugh's unparalleled talent and commitment to elevating South Africa's rich musical and cultural heritage has invigorated the faculty and students at the NSA. Students at the NSA spent the second half of 2012 rehearsing with bra Hugh and his colleagues from Johannesburg's vibrant performing arts sector for a South-African Heritage-themed "Festival of Fame", a week-long show-case of NSA's talent to be held in 2013. The ELMA Music Foundation provided support for the 2012 Festival of Fame, and additional capacity-building support to assist the NSA in growing its student body, fundraising for this growth, and developing the human resource capabilities to manage this growth.



# the ELMA Music Foundation 2012 Investments



## United States

### A Place Called Home

Part of the Music and Youth Development Cluster:  
Project support for the music department of a community-based center for holistic development of gang-affected children and youth in South Central Los Angeles

### The Door - A Center of Alternatives, Inc

Part of the Music and Youth Development Cluster:  
Project support for the music and performing arts programming of a community-based organization in lower Manhattan that serves youth ages 12-21 in the areas of health, education, the arts, personal development and career services

### Harlem Children's Zone Inc.

Renewal grant support for the music program of a community-based organization dedicated to the healthy development of children from pre-natal through college in Central Harlem

### Jazz Foundation of America, Inc.

Project support for the Agnes Varis Jazz in the Schools Program, which extends the careers of aging artists and brings music to schools, nursing homes and hospitals nationwide

### Mama Foundation for the Arts, Inc.

Support for organizational capacity building

### MusiCares Foundation

Matching contribution agreement supporting MusiCares 20th Anniversary Campaign to sustain MusiCares financial and support services for members of the music community in need

### Neutral Zone

Part of the Music and Youth Development Cluster:  
Support for a youth driven music and performing arts program serving disadvantaged and at-risk teens in Ann Arbor, Michigan

### RYSE

Part of the Music and Youth Development Cluster:  
Project support for the 'Music, Arts, and Culture' program of a community-based youth development organization that provides a safe space for creative expression, youth leadership and social justice in Richmond, California

### The CityKids Foundation

Part of the Music and Youth Development Cluster:  
Project support for music and performing arts programming, including a repertory company, of a NYC-based non-profit providing arts and educational programs to urban young people ages 13 to 19

### Youth UpRising

Part of the Music and Youth Development Cluster:  
Project support for the music program of a community-based youth development organization dedicated to transforming East Oakland into a healthy and economically robust community by developing the leadership of its youth

## South Africa


### The National School of the Arts Foundation Trust

1. Project support to cover the costs of the 11th anniversary Festival of Fame held 12 -17 March 2012
2. Support for organizational capacity building






# the ELMA South Africa Foundation



In 2012, the ELMA South Africa Foundation continued its support of two sentinel projects: the Legal Resources Trust and the collaboration with the Atlantic Philanthropies to improve the quality of nursing education through the University Education Development in South Africa (UNEDSA) program.



In the UNEDSA program, the ELMA South Africa Foundation supports the community-oriented Nursing Education for Women and Child Health, which is a joint project of the University of Pretoria and University of Limpopo (Medunsa campus). The project is on track to make a substantial impact on the number of nurse educators in South Africa by graduating 52 Masters and 26 Doctoral degrees by the end of 2014. The communities of practice in gender-related violence, HIV/AIDS and malnutrition, reproductive health, and maternal and child health are expected to start impacting quality of care in the two teaching hospitals and their referring clinics. For example, they have developed and are implementing guidelines for referring patients to the crisis center for post gender related violence care.

The Legal Resources Centre (LRC) continues to successfully litigate

on behalf of the poor. An important focus remains on improving education for poor children. In 2012 the LRC obtained a landmark judgment in a case over teacher provisioning in the Eastern Cape. In *Centre for Child Law and Others vs. the Minister of Basic Education and Others*, the court ordered the government to immediately implement the 2012 educator (teacher) establishment for public schools in full, requiring the government to appoint educators to all vacant substantive posts, appoint educators on a temporary basis where required, and pay the salaries of all educators whose appointment on a temporary basis has been approved by the Department of Basic Education. The LRC has been monitoring government's compliance with this court order closely and working with the government appointed advocate to ensure the order is implemented.





the ELMA South Africa  
Foundation 2012 Investments





## University of Pretoria

*South Africa*

Project support as part of a larger University Based Nursing Education program, to increase nursing scholarship and establish two maternal and child health learning centers within local health facilities to improve educational training standards at the University of Pretoria and the University of Limpopo

## Legal Resources Trust

*South Africa*

Project support to strengthen the organizational capacity and sustainability of the Legal Resources Centre for the advancement of children's rights



# A Note from the Chairman of the ELMA Philanthropies Services (US) Inc. Board

Although the ELMA Philanthropies Services (US) is only in its eighth year, the grants and investments we have recommended to the ELMA Group of Foundations have led to significant impact on programs that enhance the prospects for disadvantaged children and youth, particularly in Africa. We have much to celebrate, certainly including our ever-learning and outstanding staff who themselves are leaders in the development community in addition to their grant-making and investment responsibilities. Despite the many challenges we face in crafting strategies and investments that seek to positively impact children, particularly in Africa, ELMA's future looks bright.



**Thomas H. Fox**  
Board Chair  
the ELMA Philanthropies Services (US) Inc.

# A Note from the Executive Director of the ELMA Philanthropies Services (Africa) (Pty) Ltd.

In 2012 the ELMA Philanthropies Cape Town office grew by adding a number of new staff members to our team who bring a diversity of competencies, skills and experiences. With this growth we are challenged to remain entrepreneurial, take on new partnerships to mobilize financial resources, build coalitions in support of improving the lives of children and to commit to learning and using evidence to support our work. To meet these challenges we developed a partnership between the ELMA Foundation, USAID and J.P. Morgan to launch the School Capacity and Innovation Program which seeks to improve primary grade literacy in South Africa. Together with our partners in Ilifa Labantwana, the DG Murray Trust and the UBS Optimus Foundation, we are learning and applying lessons from the first phase of this national early childhood development initiative, and planning the second phase.

Our challenges encourage us to be flexible, humble and disciplined as we continue our quest to create lasting change for Africa's children and youth.



**Bernadette Moffat**

Executive Director  
the ELMA Philanthropies (Africa) (Pty) Ltd.



# A Note from the Regional Director of the ELMA Philanthropies Services (East Africa) Ltd.

In 2012, the staff at the ELMA Philanthropies East Africa office supported the expansion of the East Africa portfolio of the ELMA Group of Foundations to include investments in Tanzania, Rwanda, Uganda and Ethiopia. The portfolio of investments managed out of the ELMA Philanthropies East Africa office incorporates a dynamic mix of grants varying in scope and size, spanning a whole spectrum from building the capacity of child-focused NGOs like the Children's Book Project of Tanzania, to supporting larger organizations like Children in Crossfire, whose Tanzania work supported by the ELMA Foundation includes tackling treatable pediatric cancers.

As we move forward, ELMA Philanthropies East Africa is continually communicating and learning with its partners. Our on-the-ground presence enables us to respond to emerging needs as we seek to deepen our engagement in the region. The goal is to continue to engage with and incorporate a broad suite of peers, stakeholders and partners to develop grant-investment recommendations that are appropriate to address a range of development needs and challenges and to maximize impact on improving the lives of children.



**Dr. Pat Naidoo**

Regional Director, East Africa  
the ELMA Philanthropies Services (East Africa) Ltd.



## REPORT DESIGN & PRODUCTION

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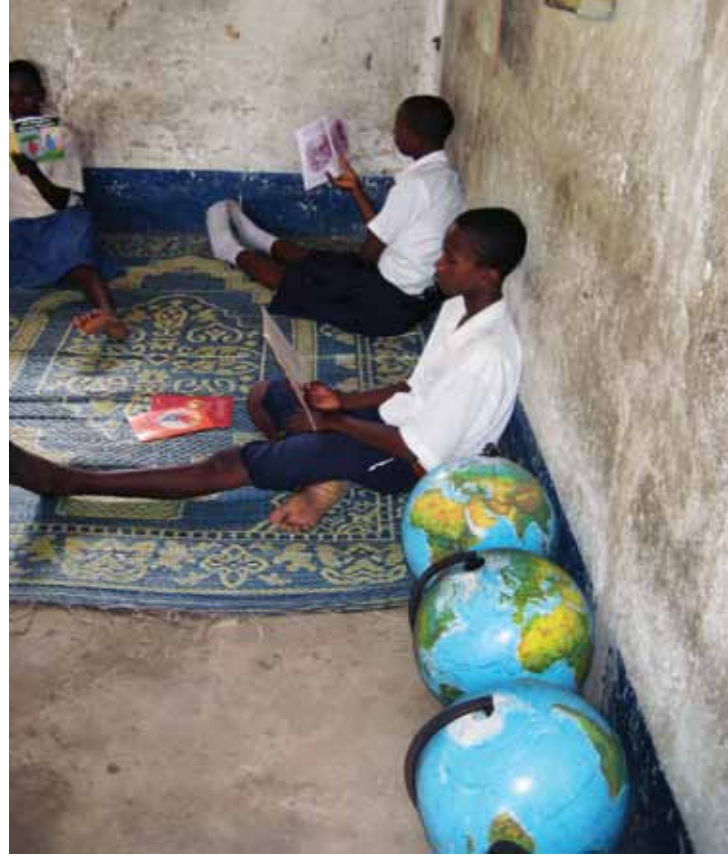
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Front cover: Achi – Outreach Boy

Back cover: Children's Book Project, Tanzania, photo credit: Tressa Johnson; Mercy Corps, Niger, Couple beneficiaries, photo credit: John Romero

