



ELMA

Progress Report
2017 & 2018



On the cover: Early Care Foundation (pg. 19), photo by Anthony Bila



ELMA is made up of several philanthropic foundations, each with its own focus areas, goals, and measures of success.

Each foundation invests in high-impact organizations that further its objectives. Select investments that were active in 2017 and 2018 are featured throughout these pages, grouped by foundation and focus area. Key initiatives and achievements of ELMA and our partners are highlighted throughout.

Grantee Concern Worldwide
Geography Kenya
Foundation The ELMA Relief Foundation
Focus Area Response

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Since 2005, ELMA has been working to improve the lives of children — and the families and communities that support them — across the globe, with an emphasis on Africa.

In 2017 and 2018, we amplified the magnitude of our impact and the pace of our execution thanks to sharpened priorities, expanded partnerships, and a dedicated team with expertise from the private sector, philanthropy, and international development.

We see ourselves not just as a grant-maker, but as a collaborator within an ecosystem of change-makers, implementing large-scale and lasting solutions to complex problems.

This report is a showcase for our portfolio of investments that were active in 2017 and 2018. It is also a chronicle of focus and learning; a testament to doubling down on key initiatives and building new partnerships; an encapsulation of ELMA's existing and evolving goals. Above all, it is a celebration of what matters most: positive impact and greater opportunity for children like six-year-old Sarem, right, as she — like ELMA — sets her sights on a brighter future.



Photo: © Sightsavers/Peter Nicholls

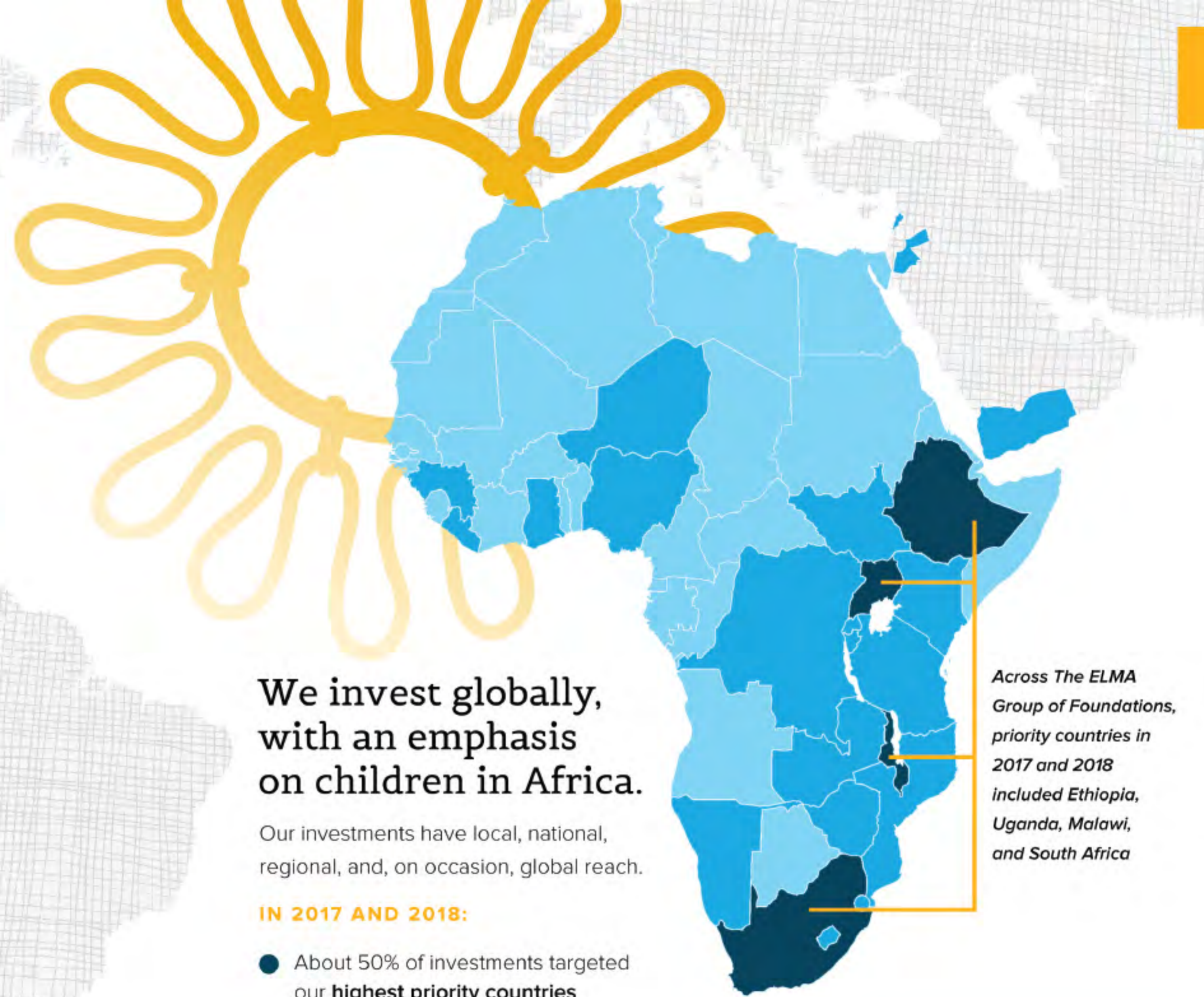
A family in Ethiopia is given eye examinations by a community health worker supported by **Sightsavers**, an international organization with an ambitious plan to eliminate trachoma — a blindness-causing bacterial disease affecting 200 million people annually — from Africa.

Sightsavers is funded by The ELMA Foundation, co-investing alongside the Bill & Melinda Gates Foundation, the Children's Investment Fund Foundation, Virgin Unite, and other participants in the **Audacious Project**. Housed at TED, this new initiative facilitates collaboration among leading philanthropists as they collectively support the boldest ideas of the world's most promising change-makers. *Learn more on pg. 25*

Each of our Foundations has its own geographic focus. The United States, for example, is a primary focus of The ELMA Music Foundation (pg. 56).



Jjumba Martin



We invest globally, with an emphasis on children in Africa.

Our investments have local, national, regional, and, on occasion, global reach.

IN 2017 AND 2018:

- About 50% of investments targeted our **highest priority countries**
- About 40% of investments directly impacted **24 additional countries**
- About 10% of investments had **Africa-wide** implications

Across The ELMA Group of Foundations, priority countries in 2017 and 2018 included Ethiopia, Uganda, Malawi, and South Africa

Visit elmaphilanthropies.org/geo to explore investments by country

The ELMA Foundation

invests in organizations that improve the lives of children in Africa

- FOCUS AREAS**
- Build the Workforce Supporting Children
 - Survive to Thrive
 - Early Childhood Development
 - AIDS-Free
 - Eliminate Neglected Tropical Diseases
 - Private Sector Solutions



Grantee
Aga Khan Foundation

Geography
Uganda

Focus Area
Early Childhood Development

Investment Synopsis
Project support to improve early childhood development services and strengthen the role of district officials in coordinating and monitoring these services

Jjumba Martin



Jjumba Martin

Build the Workforce Supporting Children

These investments aim to increase the quality and quantity of the workforce supporting children

IN 2017 AND 2018, we focused largely on the workforce supporting maternal, newborn, and child health.

Absolute Return for Kids
Uganda

Project support for STiR Education, a program to enhance learning outcomes by equipping and motivating primary school teachers to improve classroom practices

Zimbabwe

Project support to improve obstetric and newborn care by strengthening the capacity of front-line healthcare workers to deliver quality services across 10 districts

Assist International
Ethiopia

Project support to build capacity of two training institutions to deliver competency-based education and increase the number of faculty, in order to increase production and quality of nurse anesthetists

Baylor College of Medicine Children's Foundation
Uganda

Project support to expand Uganda's Pediatric Hematology Oncology specialty training, and support 18 new Pediatric Hematology Oncology fellows and 17 specialty nurses

Center for Public Health and Development
Kenya

Project support to double the training capacity of the Kenya Medical Training College for the nurse anesthetist program, and scholarship support for 25 nurse anesthetists

Clinton Health Access Initiative
Ethiopia

Project support to assist the Ministry of Health in expanding and improving the quality of Ethiopia's national medical residency program

Liberia

Project support to assist the Ministry of Health in integrating the New Redemption Hospital into the larger national Human Resources for Health development plan

Columbia University
Africa

Service contract to conduct a mapping survey of children's hospitals in Sub-Saharan Africa

Global Health Corps
Uganda

Project support for a public health fellowship program supporting the placement of Ugandan professionals in organizations that provide child-focused health services

JHPIEGO Corporation
Tanzania

Project support to train and mentor multidisciplinary surgical teams in 40 high-volume facilities to improve the safety and quality of maternal surgical care to reduce maternal sepsis

Last Mile Health
Kenya, Uganda, Liberia

Co-investment with Virgin Unite, Children's Investment Fund Foundation, Skoll Foundation, and other participants in the Audacious Project for a partnership with Living Goods to deploy 50,000 digitally empowered community health workers to provide on-call home healthcare to 35 million people in multiple African countries



Rachel Larson

Last Mile Health
Liberia
Pictured, above
General support to an organization that has partnered with government and other key stakeholders to expand and improve the national community health worker system

Living Goods
Kenya, Uganda, Liberia
Co-investment with Virgin Unite, Children's Investment Fund Foundation, Skoll Foundation, and other participants in the Audacious Project for a partnership with Last Mile Health to deploy 50,000 digitally empowered community health workers to provide on-call home healthcare to 35 million people in multiple African countries

Makerere University School of Public Health
Uganda
Pictured, pg. 8 & 13
Project support for in-service training and mentorship of 200 health workers and 30 health facility managers to improve the quality of newborn care in six high-volume health facilities

Nelson Mandela Children's Hospital Trust
South Africa
Project support for the construction and commissioning of the Nelson Mandela Children's Hospital, and for costs incurred in its operations during the initial three-year post construction period of the hospital

Opera San Francisco Saverio
Uganda
Project support to build the capacity of Matany Nurse and Midwifery Training School to deliver competency-based nursing and midwifery education, and produce more nurses and midwives

Results for Development
Africa
Project support for a global Early Childhood Workforce Initiative to analyze the challenges facing the early childhood workforce and to promote country-level development of policies and programs to strengthen the workforce

SPECIAL INITIATIVE:

The APFP

The African Paediatric Fellowship Programme

Seeded by The ELMA Foundation in 2008, The African Paediatric Fellowship Programme is now a leading training program dedicated to building the pediatric workforce in Africa. The APFP provides training and clinical experience at three top South African universities to African pediatric doctors and nurses. Upon completing the program, graduates use their expertise to develop new services, train doctors and nurses, conduct research, develop child health policies, and — most importantly — radically improve health outcomes for children in their home countries.

[Visit TheAPFP.org to learn more](http://TheAPFP.org)



175
child-health specialists from 14 countries across Africa have been trained by The APFP to date. **98%** have returned to their home countries to practice medicine.

Build the Workforce Supporting Children, continued

- The Sabre Charitable Trust**
Ghana

Project support to embed the fast track teacher training methodology for kindergarten teachers into Colleges of Education and the Ghana Education Service in Central and Western Regions, and to pilot a year of support for newly qualified teachers
- Save the Children South Africa**
South Africa

Project support to improve the quality of up to 100 teacher graduates (in two cohorts) through specialized recruitment, mentoring, and exposure to "best practice" in high-functioning schools
- Stanford Programme (Cape Town)**
South Africa

Project support for Digital Medical Education International Collaborative (Digital MEDIC) to deliver high-quality digital video content for health worker education, training, and service delivery
- Touch Foundation**
Tanzania

Project support to improve the quality and quantity of the health workforce for mothers and children in rural areas by strengthening Bugando Hospital into a center of excellence for nurse training, and expanding external rotations for assistant medical officers and nurses
- The University of Calgary**
Uganda

Project support to establish an East Africa center of excellence in simulation training, research, and skills enhancement for maternal and newborn care at Mbari University of Science and Technology

- University of Cape Town, Schools Development Unit**
South Africa

Project support for the development of a Grade R Early Mathematics Program, including teaching and learning materials, and the training of 3,800 Grade R teachers
- University of Malawi, College of Medicine**
Malawi

Project support for scholarships for 15 Bachelor of Science (BSc) Clinical Officer in Paediatrics and Child Health, 20 BSc Clinical Officer in Anesthesia and Intensive Care, and four Master of Medicine (MMed) in Anesthesia and Intensive Care
- Malawi*

Project support for scholarships for 16 pediatricians
- University of Malawi, Kamuzu College of Nursing**
Malawi

Project support to train 25 Master of Science (MSc) and 48 BSc child-health nurses, and build capacity to deliver the MSc in Child Health Nursing programs
- Malawi*

Project support for scholarships for 80 nurse-midwives
- University of Zimbabwe, College of Health Sciences**
Zimbabwe

Project support for scholarships for 11 pediatricians working in central and provincial hospitals
- Vanderbilt University Medical Center**
Kenya

Project support to double the training capacity of Kenya Medical Training College for the nurse anesthetist program, and scholarship support to train, deploy, and mentor 25 nurse anesthetists
- VVOB**
Rwanda

Project support to strengthen the teacher development system by implementing a high-quality induction year for newly qualified teachers, thus linking pre-service and in-service training
- Zambia*

Project support to strengthen early childhood education and early primary grade teaching practice systems

Jjumba Martin



Survive to Thrive

These investments aim to make pregnancy and delivery safe for more women, and ensure newborns receive appropriate care

- Africare**
Zambia

Project support for the renovation of high-quality, sustainable maternity homes to increase access to quality intrapartum care among vulnerable rural women
- Baylor College of Medicine Children's Foundation**
Uganda

Project support to enhance newborn care interventions in the Saving Mothers Giving Life program
- Centre for Infectious Disease Research in Zambia (CIDRZ)**
Zambia

Project support for the Preterm Resources, Education, and Effective Management for Infants (PREEMI) initiative, which ensures women at risk for preterm delivery receive high-quality clinical care

Clinton Health Access Initiative
Uganda, Zambia

Project support for an integrated sexual, reproductive, maternal, and newborn health program, which includes mentoring and equipping health workers, improving referral systems and emergency transport, and strengthening the supply chain for life-saving services and commodities

Ethiopia Project support to improve the quality of sexual, reproductive, maternal, and newborn care in 40 districts and 20 hospitals by building a comprehensive approach to delivering healthcare to women, mothers, and newborns

South Africa Project support for an integrated sexual, reproductive, maternal, and newborn health program including training and mentoring health workers, strengthening referral and supply chain systems, and developing an investment case for government-led scale-up

Infectious Diseases Institute
Uganda

Project support for the Saving Mothers Giving Life program that expands safe birth services to women and newborns during the critical period of labor, delivery, and the first 48 hours postpartum

JHPIEGO Corporation
Ethiopia

Co-investment with the Children's Investment Fund Foundation: Project support to introduce group antenatal care, point of care screening, and treatment for common infections during pregnancy to reduce low birth weight, prematurity, and maternal and neonatal infections

Kisumu Medical and Educational Trust
Kenya

Project support to alleviate postpartum hemorrhage death and disability by accelerating uptake of the Uterine Balloon Tamponade package in four high-burden counties

Praekelt Foundation
South Africa

Pictured, right & pg. 68 Project support for the next phase of MomConnect, a National Department of Health-led mobile health initiative focused on supporting healthy pregnancies and newborn care for more than one million women

St. Mary's Hospital Lacor
Uganda

Project support to expand and equip the maternity unit at St. Mary's Hospital Lacor, and the antenatal clinics at three health centers in its catchment area

Touch Foundation
Tanzania

Project support for Phase II of the M-Mama Program, focused on sustainably scaling up the emergency referral and transportation systems across all districts in Shinyanga region

Trustees of Boston University
Zambia

Project support for the renovation of 12 maternity homes to increase quality intrapartum care for vulnerable rural women

University of KwaZulu-Natal Centre for Rural Health
South Africa

Project support to improve exclusive breastfeeding rates in KZN through the KZN Initiative for Breastfeeding Support, a partnership between KZN Department of Health, Centre for Rural Health, and UKZN Department of Pediatrics and Child Health

University of Limpopo Trust
South Africa

Project support for the implementation of the national newborn care strategy, and for the improvement of newborn and pediatric health in Limpopo by scaling priority interventions province-wide

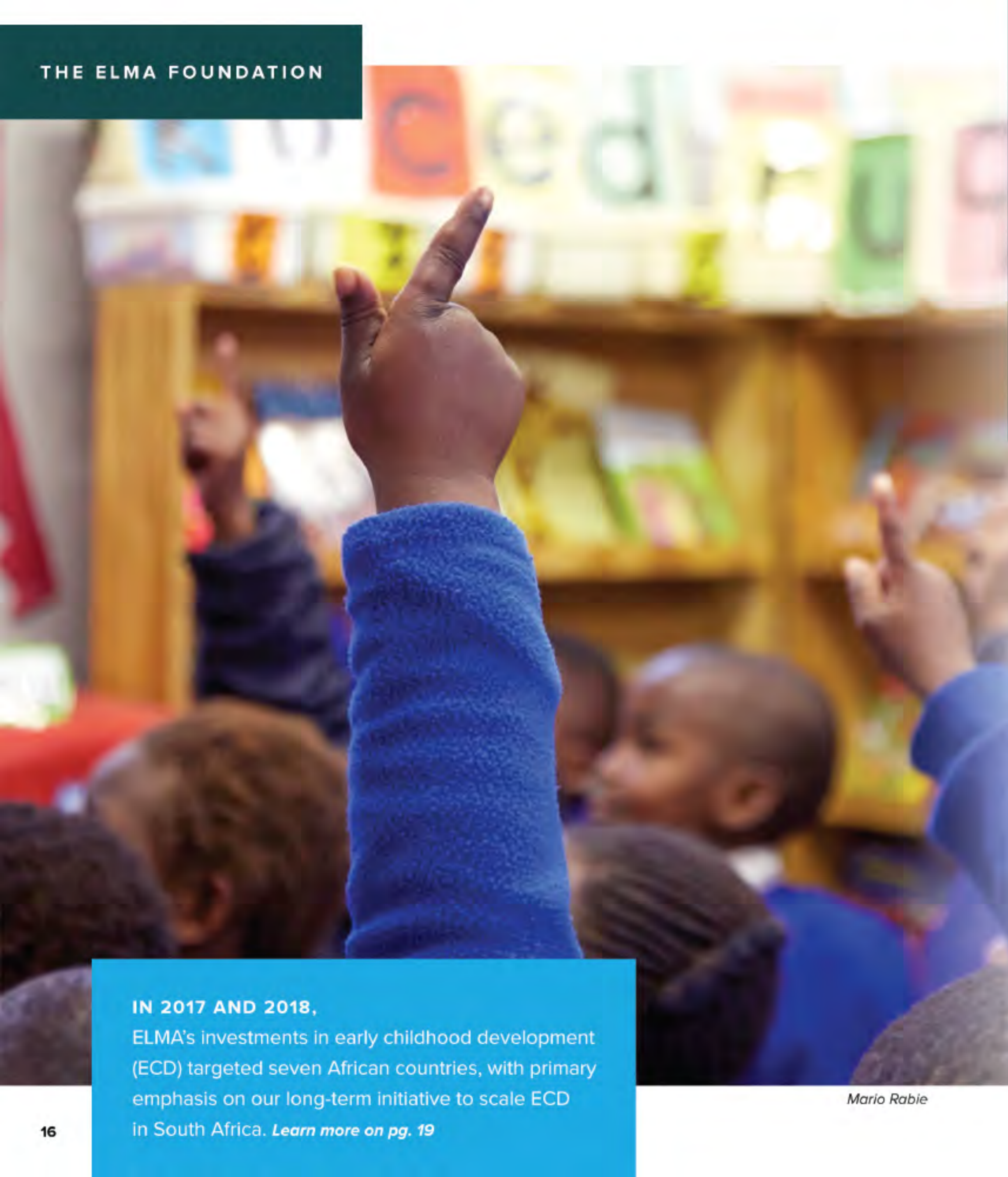
University of Malawi, College of Medicine
Malawi

Project support for scale-up of bubble continuous positive airway pressure (CPAP) breathing therapy in 10 government and eight Christian Health Association of Malawi (CHAM) hospitals, and the provision of equipment, training, and mentoring to improve newborn care in all 28 government hospitals and eight CHAM hospitals providing Comprehensive Emergency Obstetric and Newborn Care (CEmONC)



Early Childhood Development

These investments aim to improve access to quality early childhood care and education



Mario Rabie

IN 2017 AND 2018, ELMA's investments in early childhood development (ECD) targeted seven African countries, with primary emphasis on our long-term initiative to scale ECD in South Africa. *Learn more on pg. 19*

- Aga Khan Foundation** *Uganda* Project support to improve ECD services and strengthen the role of district officials in coordinating and monitoring these services
- Boston College** *Rwanda* Project support to implement and test the effectiveness of a family-based home visiting intervention to promote ECD for vulnerable children aged 0-3, as part of Rwanda's national social protection program
- Camfed International** *Zimbabwe, Zambia* Project support for scholarships for young women from the Camfed Alumni Association (CAMA) network to meet demand for trained ECD teachers
- Grand Challenges Canada** *Africa* Project support for the Saving Brains initiative for sub-granting to programs focused on improving health, nutrition, cognitive development, and early stimulation in the first 1,000 days of life
- Harvard University** *Rwanda* Project support to implement and test the effectiveness of a family-based home visiting intervention to promote ECD for vulnerable children aged 0-3, as part of Rwanda's national social protection program

- Jembi Health Systems** *South Africa* Project support to develop a digital health platform to manage mobile-health technology and services in the public sector, and to build and launch the digital Road to Health book used by health workers to monitor and maintain the health of children
- Lively Minds** *Ghana* Project support to expand an ECD program that seeks to improve parenting practices and kindergarten quality, reaching 500 teachers and 50,000 children, and transition ownership of program delivery to government
- School Readiness Initiative** *Ethiopia* General support for an organization providing quality ECD services to over 5,000 children annually including teacher training, health checks, deworming, and ECD materials development
- UNICEF** *Uganda* Project support to design, develop, pilot, and evaluate the mobile phone based FamilyConnect Program to improve child health and development in 19 districts

SPECIAL INITIATIVE:

Scaling Early Childhood Development in South Africa

Over the past 10 years, The ELMA Foundation has been investing in strengthening and growing the ECD ecosystem in South Africa so it is able to provide universal access to early childhood care and education. This strategy involves two pillars:

1. Investments in the “scaffolding” of key non-governmental ECD providers

Cape Educational Trust General support for an organization demonstrating how to deliver an essential package of ECD services to 10,000 children through practitioner training and center and home-based ECD platforms

Early Care Foundation General support for a well-established ECD training organization, formerly known as Africa Self Help Trust, that undertakes ECD center development and practitioner training in underprivileged areas
Pictured, left

Khululeka Community Education Development Centre Trust General support for an ECD training and implementation organization focused on increasing the number of trained ECD practitioners in the Eastern Cape and expanding integrated ECD programs

Training and Resources in Early Education General support for an organization that provides integrated, coordinated, and quality ECD services targeting families and vulnerable children ages 0-4 across three provinces

Wordworks General support for an organization that supports early language and literacy development in the first eight years of children’s lives
Pictured, pg. 16

2. Investments in large, multi-funder initiatives to expand quality ECD services nationally

Conditional Grant Consortium Project support to DG Murray Trust to assist the Department of Social Development in the implementation of the Early Childhood Conditional Grant, which increases funding for ECD

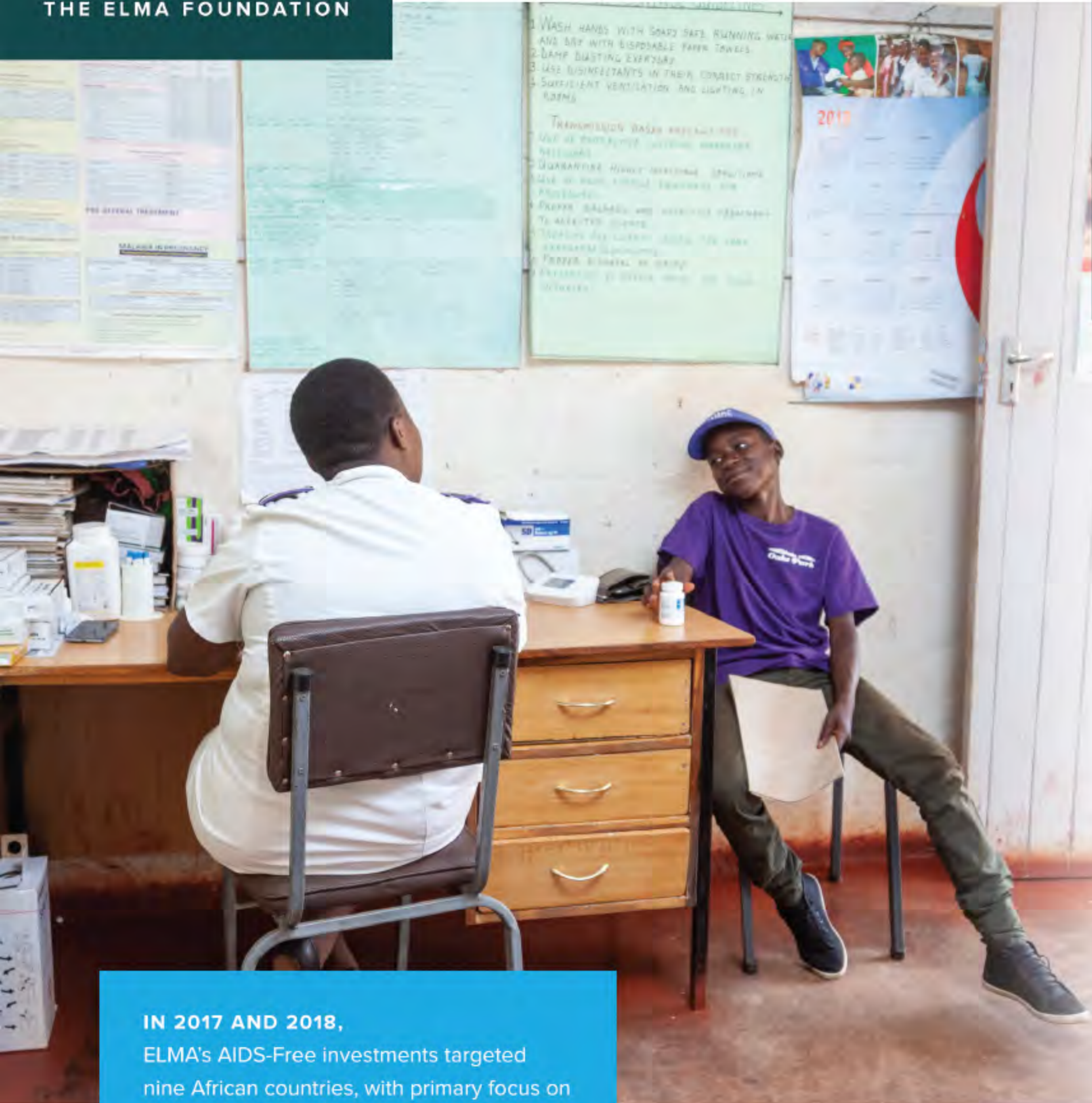
Grow Great Project support to DG Murray Trust for a new national initiative to support children’s optimal growth and development, and halve stunting in South Africa by 2023 through antenatal classes, household visits by community health workers, media campaigns, and generating research evidence

Ilifa Labantwana Project support for phase three of a national ECD initiative housed at DG Murray Trust to enable one million children to access the government’s Early Learning Subsidy to attend a quality ECD program

SmartStart Early Learning General support for a social franchise seeking to provide quality early learning programs to 1 million three- and four-year-olds annually by 2026



Anthony Bila



IN 2017 AND 2018, ELMA's AIDS-Free investments targeted nine African countries, with primary focus on South Africa and Uganda, two of the world's highest-burden countries. *Learn more on pg. 23*

Charmaine Chitate

AIDS-Free

These investments aim to ensure that children and adolescents with HIV are identified, treated early, and maintained on treatment

Africaid
Zimbabwe
Pictured, left & pg. 23
General support to an organization that is strengthening the provision of prevention, treatment, care, and support services for children and adolescents living with HIV, through a facility and community-based peer support model

Clinton Health Access Initiative
Africa
Project support to develop and coordinate a global strategy and 10 country-specific strategies aimed at identification and treatment for children and adolescents in the African countries with the biggest pediatric treatment gap

Lesotho
Project support to expand access to pediatric care and treatment through outreach and mobile health in a joint effort with the Vodafone Foundation and Government of Lesotho

Malawi, Zambia
Project support to increase the number of HIV-positive children accessing treatment and care by scaling case finding approaches, identifying effective pediatric linkage and retention models, and developing national pediatric and adolescent costed work plans

Malawi, Zambia, Zimbabwe
Project support to increase the number of HIV-positive children accessing treatment and care by supporting ministries of health and key partners

Community Media Trust
South Africa
Co-investment with PEPFAR DREAMS Innovation Challenge Fund: Project support for girls clubs for migrant and disabled adolescent girls in two districts to increase access to and retention in school, and provide HIV and unintended pregnancy education

Elizabeth Glaser Pediatric AIDS Foundation
Zambia, eSwatini (Swaziland), Kenya
Project support to expand access to HIV testing and treatment by accelerating implementation of Provider Initiated Testing and Counseling for children alongside the introduction of new Point of Care Early Infant Diagnostic technology

Opera San Francesco Saverio
Mozambique
Project support to improve adolescent HIV testing, treatment, retention, and family planning by establishing quality, adolescent-friendly counseling corners, youth support groups, and other community services

Pediatric AIDS Treatment for Africa
Africa
General support to an organization that provides learning exchanges, quality improvement activities, advocacy, and research to a network of front-line healthcare providers in 24 African countries, in an effort to improve pediatric and adolescent HIV treatment, care, and support

United Nations Children's Fund (UNICEF)
South Africa
Project support to improve pediatric and adolescent HIV case finding, testing, and linkage to treatment and support across the maternal, newborn, and child health continuum of care in four high-burden districts in the Eastern Cape



Jumba Martin

Wits Health Consortium South Africa
Project support to develop national, real time, sustainable monitoring of South Africa's Early Infant Diagnosis and HIV treatment program for children and adolescents

World Education Zimbabwe
Project support to implement the Expanded Integrated Model for Pediatric AIDS Care and Treatment (IMPACT) and the Expanded Impact Program (EIP) of case finding and case holding for infants and adolescents living with HIV/AIDS

Uganda

Baylor College of Medicine Children's Foundation Uganda

Clinton Health Access Initiative

Elizabeth Glaser Pediatric AIDS Foundation

Infectious Diseases Institute

Mildmay Uganda

The International Union Against Tuberculosis and Lung Disease

South Africa

AIDS Foundation of South Africa

Anova Health Institute

Grassroot Soccer South Africa

HIVSA

mothers2mothers South Africa

National Association of Child Care Workers

Networking HIV/AIDS Community of South Africa

Right to Care

Trust for Health Systems Planning and Development

Wits Health Consortium

Zoe-Life Innovative Solutions

SPECIAL INITIATIVE:

Unfinished Business

While ELMA's AIDS-Free Focus Area covers multiple high-burden countries, the Unfinished Business initiative is a coordinated, multi-grantee effort to find HIV-positive children and adolescents living in Uganda and South Africa and ensure that they are tested and linked to quality support services and life-long treatment.

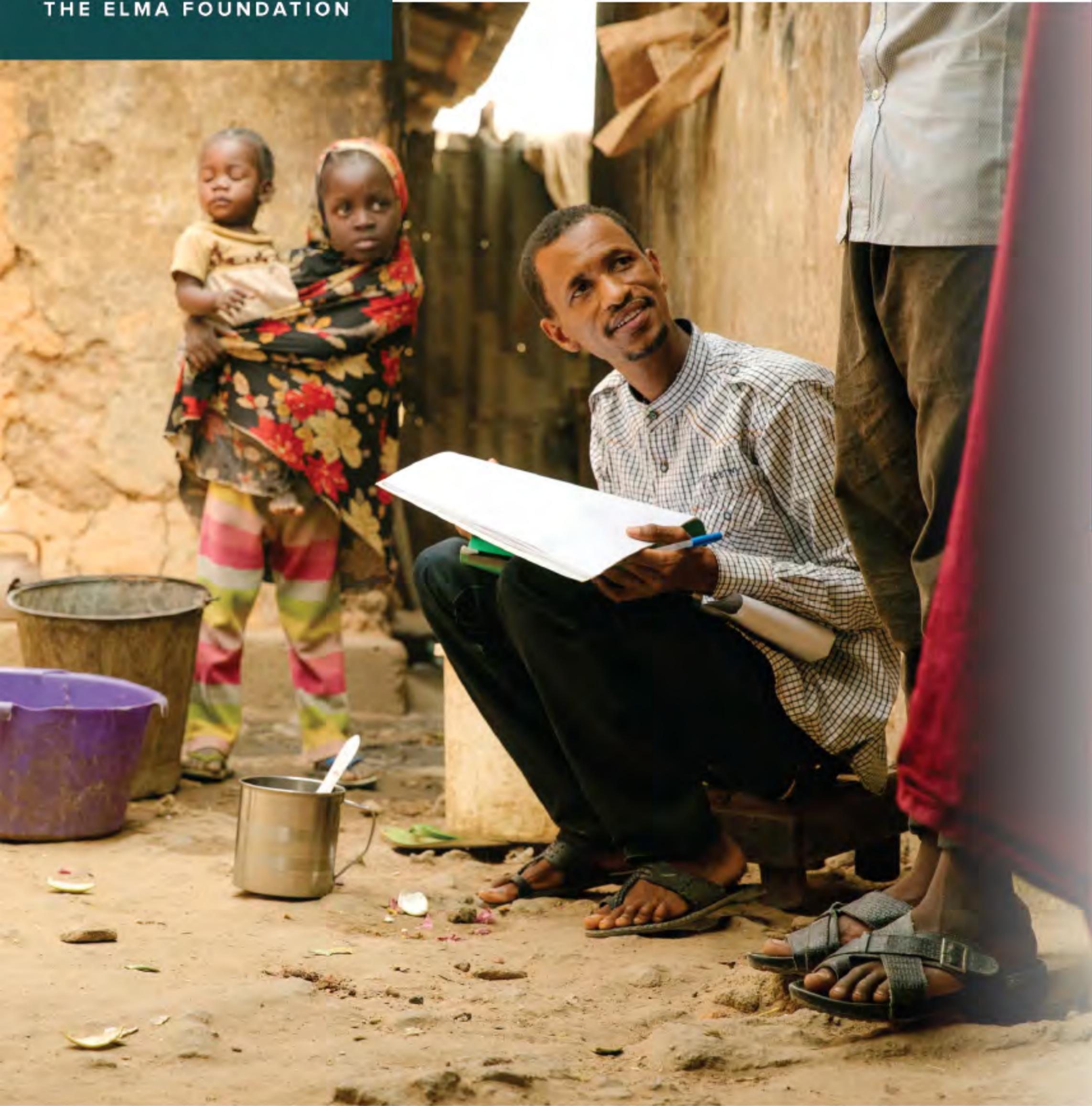
Together, the Unfinished Business partners are targeting their efforts to reach children and adolescents living in areas where HIV has been undiagnosed and/or untreated in high numbers.



42,000

HIV-positive children and adolescents in South Africa and Uganda were newly initiated on treatment by September 2018 as a result of the Unfinished Business suite of investments.

Charmaine Chitate



Eliminate Neglected Tropical Diseases

These investments aim to control and, where possible, eliminate NTDs

The END Fund
Africa
Pictured, left and right

General support to an organization investing in the scale up of integrated, cost-effective NTD programs through providing technical assistance and grant funding

Sightsavers
Africa
Pictured, pg. 3

Co-investment with the Bill & Melinda Gates Foundation, Children's Investment Fund Foundation, Virgin Unite, and other participants in the Audacious Project, to:

1. Eliminate blinding trachoma in ten African countries and make significant progress towards elimination in three others via an integrated NTD program
2. Conduct research on the effectiveness of mass administration of antibiotics to infants to reduce overall child mortality in trachoma endemic areas



175 million

treatments were administered to **103 million people** across Sub-Saharan Africa in 2018 as a result of END Fund support.





Private Sector Solutions

These investments aim to demonstrate how the private sector can expand coverage of quality health and education

- Absolute Return for Kids Liberia** Project support for year one of a five-year plan to build the capacity of the Liberian Ministry of Education to contract the management of public schools to private operators in an effort to improve numeracy and literacy outcomes
- Uganda** Project support to advise the Ministry of Education and Sports on how to execute two key education reform priorities: to revise and improve their public private partnership policy at secondary level, and to provide options for cost effective pre-primary provision
- Caerus Capital Africa** Contribution to publish "The Business of Education in Africa", a major analytical report that will enhance understanding of the role of the private sector in Sub-Saharan Africa's education systems

New Venture Fund Africa Contribution to plan an initiative to raise a \$1 billion "Outcomes Fund" to support education in Africa and the Middle East; once established, investors can purchase "development impact bonds" to fund education programs. The fund intends to pay back the principal plus a premium if education outcomes are achieved

Opportunity International Uganda, Rwanda, Ghana Project support to provide quality improvement services to low-cost private schools accessing school improvement loans

The DG Murray Trust South Africa Project support for the five-year Public Schools Partnership (PSP) Program to pilot private, non-profit management of government schools in Western Cape and Eastern Cape provinces

Stichting PharmAccess International Tanzania Project support to build capacity of private providers to deliver an expanded range of quality maternal, newborn, and child health services for the rural poor

Impact Investments

ELMA invests in companies that are providing healthcare and education services to poor and middle class communities who are often not being effectively served by overburdened public services. More than 50% of Africans pay out-of-pocket for healthcare.¹ In addition, by 2021, one in five African children are estimated to be educated in the private sector.²

To ensure a greater number of children access quality healthcare and education, ELMA continues to expand its impact investment portfolio of pooled investment funds and direct investments focused on these sectors.

- Africa Health Fund** Investment in a private equity fund that invests in private sector health care providers serving low to middle income populations in Africa
- CureVac** Investment in a biotechnology company that focuses on using messenger RNA to develop new therapeutics and vaccines
- GroFin** Investment in a debt fund focusing on small and growing businesses in high-impact sectors such as health and education, across Africa; GroFin's investment is coupled with support services to give the underlying businesses the best chance at repaying debt and becoming sustainable
- IFHA-II** Investment in a private equity fund that targets both financial and social returns by investing in private healthcare companies in Sub-Saharan Africa
- Medical Credit Fund** Investment in a fund that provides loans, alongside local banks, to healthcare providers serving poor and underserved communities; all borrowers participate in a quality improvement program aimed at increasing the quality of services offered by the provider
- Mwabu Group** Investment in an education technology company that creates interactive e-learning content and resources for primary school students and teachers
- Shonaquip** No-interest loan to a social enterprise that designs and manufactures moderately priced wheelchairs and seating aids specifically designed for children in resource poor settings
- SPARK Schools Pictured, Left** Investment in a private company that has established a chain of affordable primary schools reaching a market segment that currently has few quality options; SPARK uses a blended learning model with highly trained teachers and technology to keep costs under control

1. "The Business of Health in Africa." International Finance Corporation, 2007. unido.org/sites/default/files/2016-01/IFC_HealthinAfrica_Final_0.pdf
 2. "The Business of Education in Africa". Caerus Capital, 2017. edaficareport.caeruscapiital.co/thebusinessofeducationinafrica.pdf

Special Opportunities

Each of our Foundations will, on occasion, invest in programs that meet the Foundation's overall mission but are outside its main focus areas. These are Special Opportunities within The ELMA Foundation.

African Leadership Academy
Africa
No-interest, unsecured loan (forgivable based on raising significantly sized donations from African donors) to support sustainability of an African educational institution developing the next generation of African leaders

Camfed International
Tanzania
Pictured, right:
Project support to design an actionable national scaling plan to integrate Camfed's successful Learner Guide model, in which female secondary school graduates volunteer in secondary schools to increase education access and quality, into Tanzania's Ministry of Education's secondary school system

Children's Health Fund
United States
General support to an organization delivering high-quality healthcare to nearly 125,000 disadvantaged children via mobile clinic outreach services in partnership with academic hospitals in 16 states and the District of Columbia

Clinton Health Access Initiative
Africa
Project support to improve national supply, logistics, and distribution of diagnostics and treatments for pneumonia, malaria, and diarrhea, and to improve case management among private providers in high-burden areas

The Door - A Center of Alternatives
United States
General support for a youth center providing health, education, legal, youth development and other essential services for over 11,000 at-risk youth

Foundation for Innovative New Diagnostics
Africa
Project support for optimization and validation of an accurate, cost-effective, and easy-to-use diagnostic for children with tuberculosis

Fundação Ariel Glaser Contra o SIDA Pediátrico
Mozambique
Project support to improve pediatric and maternal TB diagnosis, prevention, and treatment

Ikamva Youth
South Africa
General support for an after-school tutoring organization with a proven track record in improving educational outcomes for disadvantaged high school students

Jerusalem Children and Community Development Organization
Ethiopia
Project support for sub-granting and providing technical assistance to community-based organizations serving vulnerable children and youth

The Learning Trust
South Africa
General support to an organization providing capacity support to community-based education organizations

Mukisa Foundation
Uganda
Project support to purchase mobility and positioning devices for up to 200 physically disabled children, and to set up a disabilities hub in Kampala that can assess children and assemble devices

National Education Collaboration Trust
South Africa
Project support for the first phase of the modernization of the South African School Administration and Management System (SA-SAMS), South Africa's primary source of school and learner data



New Leaders Foundation
South Africa
Project support for a pilot program seeking to demonstrate that user-friendly data dashboards, and coaching school leaders on how to use them to make informed decisions, will lead to improved school management

Philani Nutrition Centres Trust
General support for an organization implementing maternal, child health, and nutrition interventions through mentor mothers

Uhambo Foundation
South Africa, eSwatini (Swaziland), Namibia, Lesotho
Project support to purchase a range of seating aids for 400+ physically disabled children and provide training to 500+ caregivers, in collaboration with seven ELMA Community Grants Program grantees

University of Cape Town (Children's Institute)
South Africa
General support for a premier research, advocacy, and policy development institute whose work increases the evidence base for child-centered policies and action

University of Pretoria, Centre for Child Law
South Africa
General support for a social justice institute focused on advancing children's rights in South Africa

Vuleka
South Africa
General support for an organization focused on providing quality education to 1,075 disadvantaged children by running two ECD centers and six low-cost schools

The ELMA Community Grants Program

supports community-based organizations that provide a safety net for children with the greatest developmental and survival needs

Governments, markets, and large non-governmental organizations are often unable or unwilling to reach the most marginalized and vulnerable children, so community-based organizations must fill that gap. Launched in 2012, The ELMA Community Grants Program supports such organizations with funding as well as tailored capacity-building support in the areas of fundraising, financial management, leadership, measurement and evaluation, and program development.



Grantee
Bless a Child Foundation

Geography
Uganda

Focus Area
The ELMA Community
Grants Program

Investment Synopsis
Provides treatment services and palliative care to pediatric cancer patients in Kampala and Gulu districts

Jjumba Martin

KENYA

- Dignitas Project Trust** Provides marginalized community educators in five informal settlements in Nairobi with training, coaching, and professional development
- Little Rock ECD Center** Provides inclusive ECD, education, and housing to special needs children, orphans, and vulnerable children in Kibera, Nairobi's largest slum
- Riziki Kenya** Provides orphans and vulnerable children with access to quality education, healthcare, and improved nutrition in Kibera, Kawangware, and Machakos
- Stara Peace Women Organization** Provides education, food, and psychosocial support to orphans and vulnerable children in Kibera
- Tumaini International Trust** Provides education sponsorship and medical care to orphans and vulnerable children, and income-generating activities to caregivers and communities in six counties in western Kenya
- Village HopeCore International** Provides vulnerable children with access to education and medical care, and livelihood support to their caregivers in Tharaka Nithi County

LESOTHO

- Phelisanong Pitseng with Disabled Group** Provides disabled, orphaned, and vulnerable children with nutrition, school boarding, health, and education in Pitseng
- Thuso-E-Tla-Tsoa-Kae Primary School** Runs a tuition-free school and boarding house for disadvantaged children with disabilities in rural Botha-Bothe District
- Touching Tiny Lives Trust** Provides integrated care to vulnerable children under five and their caregivers in rural Mokhotlong and Thaba Tseka districts

MALAWI

- Children of Blessing Trust** Provides therapeutic and health services, nutrition, and specialized education for disabled and malnourished children in Lilongwe District
- Foundation for Community and Capacity Development** Provides ECD, community prevention of mother-to-child transmission of HIV, adolescent HIV prevention, and vocational skills training for youth in Nkhosachota
- Fountain of Life** Provides trauma counseling, community awareness, and linkage to support services for child and adolescent victims of sexual abuse and gender-based violence in four districts in Malawi
- KINDLE Orphan Outreach** Provides healthcare and educational support for orphans and vulnerable children in Salima District
- Life Concern Organization** Advocates against child sexual abuse, increases access to education, and promotes sexual reproductive health and rights among orphans and vulnerable children and adolescents in Rumphu
- Mangochi Orphans Education and Training** Provides quality primary school education, nutrition, and essential support to orphans and vulnerable children in Mangochi District
- Matunkha Development Trust** Provides access to education, health services, and psychosocial care for orphans and vulnerable children and their families in Rumphu, Northern Region
- Rights Institute for Social Empowerment** Provides quality health and education services for children, adolescents, and women while protecting their fundamental rights in Lilongwe and Dowa districts
- Salima AIDS Support Organization** Provides healthcare, nutrition, and educational support to orphans and vulnerable children in Salima



Jumba Martin

- Urunji Child-Care Trust** Provides essential nutrition for children and malaria prevention in rural Lilongwe District
- Youth For Development and Productivity** Provides essential services to children and youth and ensures food security for vulnerable families in rural Zomba District

MOZAMBIQUE

- Associação Moçambicana de Apoio à Criança Órfã de Países Vítimas De HIV-SIDA** Provides health, education, vocational development, and livelihood support to children and their families in Maputo and Gaza Province
- Associação Moçambicana para o Desenvolvimento Comunitaria Concertado** Provides ECD, nutrition, educational, and prevention of mother-to-child transmission support to vulnerable families in Maputo and Gaza Province
- Associação Movimento Social São Gabriel** Provides ECD and education services, nutritional support, and after-school activity for vulnerable children in Matola City
- Associação Para o Desenvolvimento Comunitário Kuwangisana** Provides ECD, remedial education, and prevention of mother-to-child transmission of HIV services to women and children in rural Sofala Province
- Caritas Regional De Chokwe** Provides ECD services, nutritional, and housing support to orphans and vulnerable children in Gaza Province

NAMIBIA

- Cheshire Homes (Namibia) Trust** Provides therapeutic treatment and assistance to children with disabilities in Zambezi and Kavango regions
- Light for the Children Foundation** Provides nutritional, educational, and home-based care for orphans and vulnerable children in Gobabis
- Ombetja Yehinga Organization (Trust)** Supports vulnerable adolescents and youth in schools and clubs using creative arts and psychosocial support
- Oonte Orphans and Vulnerable Children Organization** Provides nutrition, education, and psychosocial support to orphans and vulnerable children in Ondangwa
- STEPS Namibia Clubfoot Programme** Provides clubfoot correction treatment for infants
- The Association for Children with Language, Speech and Hearing Impairments of Namibia** Provides quality, specialized education, and other services to disadvantaged hearing-impaired and deaf children and their caregivers
- The Promiseland Trust** Provides education and nutritional support for children in Walvis Bay
- Walvis Bay Child and Family Centre** Provides education, therapy services, and psychosocial support for disabled children in Walvis Bay

SOUTH AFRICA

- Anna Foundation** Provides quality after-school services to disadvantaged children living in rural farming communities in the Western Cape
- Bulungula Incubator** Provides children with quality education, nutrition, health, and basic services in the rural Xhora Mouth Administrative Area, Eastern Cape
- Hantam Community Education Trust** Provides a continuum of integrated educational and humanitarian care for rural children and youth
- HI HOPES** Provides early intervention services and support to hearing impaired infants and their families in six provinces
- Lesedi Educare Association** Provides children with access to quality ECD through training, education, and support programs in rural and urban communities in the Free State and Eastern Cape
- Malamulele Onward** Provides comprehensive rehabilitation therapy to children with cerebral palsy who live in underserved, rural areas
- Messina Community Home Based Care Project** Provides healthcare, nutrition, social services, and life skills training to vulnerable families and orphans through home visits and two community drop-in centers
- Net vir Pret** Provides integrated after-school care and youth development to vulnerable young children and adolescents living on farms in the Barrydale area
- Thanda Pictured, right** Provides ECD, after-school care, and livelihood support to families in the Umzambe Municipality in KwaZulu-Natal



- Tholulwazi Uzivikele** Provides integrated care, focused on early childhood and youth development to vulnerable children and youth in the uMhlabuyalingana area
- Uhambo Foundation** Provides training and support services for families and communities of children with disabilities

- The Westlake United Church Trust** Provides quality ECD and support for orphans and vulnerable children, community outreach programs, and a support center for disadvantaged families
- Woza Moya Community Development Project** Provides quality home-based care and essential support to orphans and vulnerable children and their families in rural Ofafa Valley

ESWATINI (SWAZILAND)

- Moya Trust** Provides holistic care to orphans and vulnerable children in rural communities of the Lombambo Lomdzala area
- Siphilile Maternal and Child Health** Provides health and nutrition home-based services to pregnant mothers and vulnerable children in disadvantaged peri-urban areas in Manzini District
- The SHAMBA Trust** Provides educational, nutritional, and psychosocial support and access to health services for children at three neighborhood care points in Mpolonjeni District
- Vusumnotfo** Trains community members on social, economic, and agricultural development and trains teachers and caregivers on best practices in ECD in the rural area of Ngonini in the Hhohho region

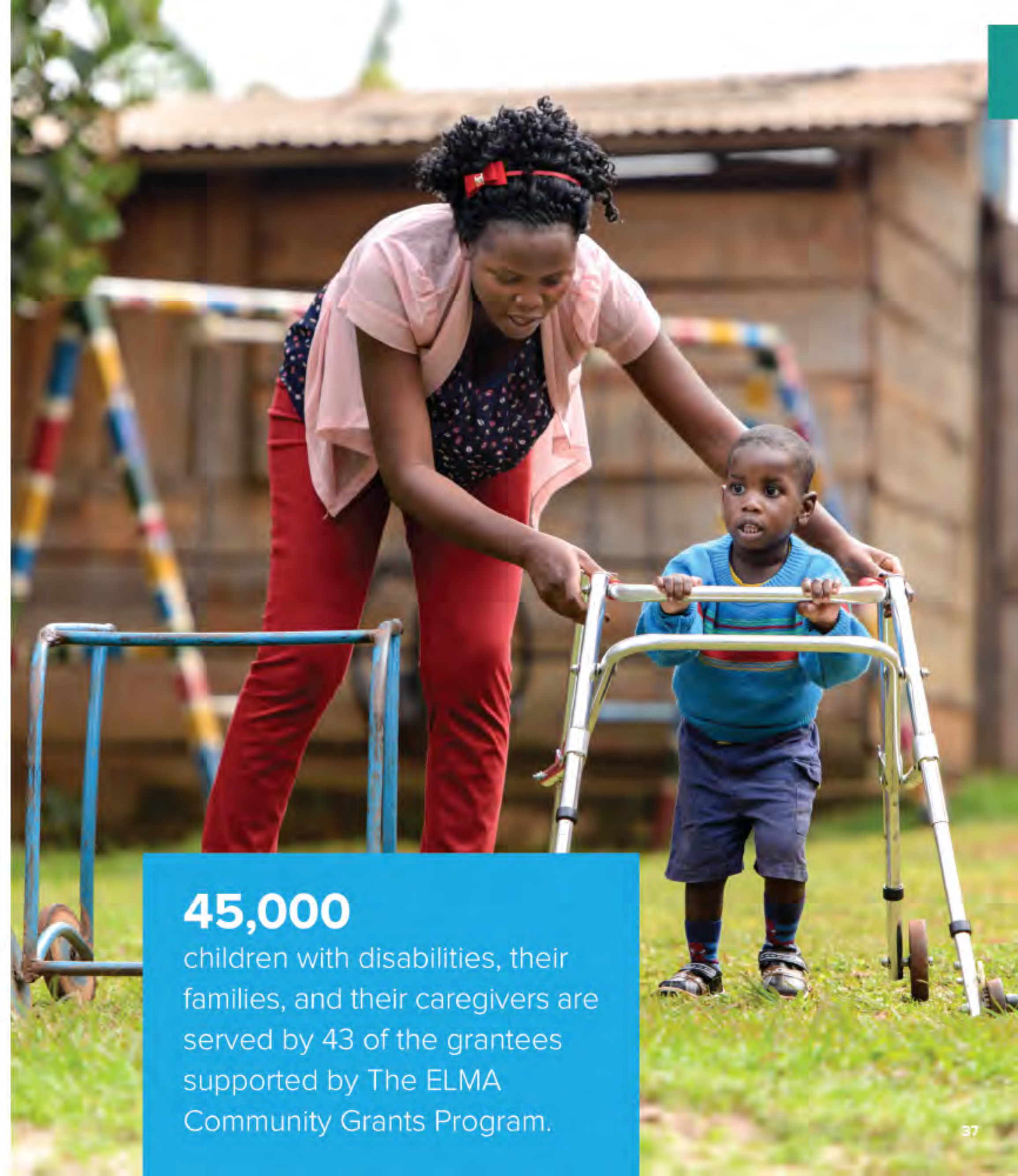
TANZANIA

- Forever Angels** Provides medical care and nutrition to orphans and vulnerable babies in Mwanza
- Malaika Orphanage Foundation** Reintegrates street children into the community and provides a home, education sponsorship, and medical care to those with no caregivers
- Monduli Pastoralist Development Initiative** Provides pre-school education to pastoralists' children and capacity building to teachers and communities in Monduli and Longido districts
- Umoja Tanzania** Provides children who have dropped out of formal education with skills training, feeding, medical care, and psychosocial support in Arusha

UGANDA

- Adina Foundation** Provides physiotherapy, access to surgery, and education to children with mobility disabilities as well as economic empowerment to their parents and communities in Lira and Alebtong districts
- African Community Center for Social Sustainability** Provides support to orphans and vulnerable children and community members through education, healthcare services, and economic empowerment in Nakaseke, Kiboga, Luweero, Nakasongola, and Wakiso districts
- Bless a Child Foundation** Provides treatment services and palliative care to pediatric cancer patients in Kampala and Gulu districts
Pictured, pg 33
- Brick by Brick Uganda** Provides access to quality education, adolescent health, and maternal and newborn care in Rakai District
- Bugerere Education Support Organization** Provides disadvantaged children and families with access to free quality formal education, meals, scholastic materials, and vocational skills training in Kayunga District
- Child Restoration Outreach** Reconnects street children with their families and empowers them to become productive members of their communities in Mbale, Masaka, Jinja, and Lira districts
- Fr. Alex You Memorial School** Provides quality nursery and primary education and holistic community development for poor communities in Mubende District
- Health Child** Provides quality nursery and primary education and community development for poor communities in six districts
- Kabubbu Development Project** Provides healthcare and education to orphans and vulnerable children, and livelihood support to the community to improve social and economic well-being in Wakiso District

- Katalemwa Cheshire Home for Rehabilitation Services** Provides comprehensive rehabilitation, nutrition, and education support to children with disabilities, and economic empowerment to their caregivers
- Kyaninga Child Development Centre** Provides therapy, assistive devices, and access to quality education to children with disabilities in Kabarole and Kasese districts
- Mukisa Foundation** Provides therapeutic care, medical treatment, and educational support to children and youth with special needs and to their caregivers
Pictured, right
- Soft Power Education** Provides safe learning environments and education for children in rural populations and training for community members to develop their own sustainable livelihood projects
- Soletterre Strategie di Pace** Provides vulnerable children and refugee women with education, nutrition, psychosocial support, and access to healthcare in Gulu and Lamwo districts
- SOUL Foundation** Provides education sponsorship to children and skills training for community members, especially women in Iganga and Jinja districts
- Tunaweza Children's Centre** Provides children with special needs access to therapy, specialized education, and day programs in Kampala District
- Wakisa Ministries** Provides accommodation, medical care, nutrition, education sponsorship, counseling, and capacity building to teenage girls with unplanned pregnancies in Kampala and Wakiso districts
- Wells of Hope Ministries** Provides educational, psychosocial, medical, and feeding support to children of prisoners and similar care to their parents



45,000 children with disabilities, their families, and their caregivers are served by 43 of the grantees supported by The ELMA Community Grants Program.

EMERGENCY SUPPORT

- Chiedza Child Care Centre** In addition to providing general support, in special circumstances The ELMA Community Grants Program provides emergency grants to organizations responding to acute natural or man-made disasters within their local communities. In 2017 and 2018, grants to the organizations listed here provided localized relief to flood and food security crises in Malawi and to drought in Zimbabwe.
- Child Protection Society**
- Rights Institute for Social Empowerment**
- Urunji Child-Care Trust**



ZAMBIA

Africa Directions Youth-led organization that provides a wide range of services including psychosocial support, health services, and life skills training to young people ages 4-26 in Lusaka, Luapula, and North-Western provinces

Mapalo Support Group Provides HIV-positive mothers with best feeding practices and HIV-exposed infants with nutrition while eliminating mother-to-child transmission activities in Ndola

Pride Community Health Organization Provides access and early uptake of antenatal care, and HIV treatment and care to vulnerable communities in Kafue

Special Hope Network Zambia Provides special education and therapeutic services to children with intellectual disabilities and support to their caregivers in Lusaka

Tiny Tim and Friends Provides medical, nutritional, and psychosocial support to HIV-positive orphans, vulnerable children, and pregnant women in Lusaka

Village of Hope, Mongu Branch Provides nutrition, medical care, education, and psychosocial support to orphans and vulnerable children and their families in Western Province

ZIMBABWE

Chiedza Child Care Centre Provides a broad spectrum of educational, health, and financial assistance to vulnerable children and their caregivers in Harare and Zvimba districts
Pictured, left & pg. 40

Chiedza Community Welfare Trust Provides educational, healthcare, and psychosocial services to children in rural disadvantaged communities in Mutasa district, Manicaland Province

Child Protection Society Provides essential health, education, and protection services to children in high-density suburbs of Harare, Matabeleland North and South provinces

Edward Ndlovu Memorial Trust Provides access to educational and literacy resources in rural and urban schools and communities through library programs in Gwanda district, Matabeleland South Province

Family AIDS Counselling Trust Provides holistic care to orphans and vulnerable children and families affected by HIV in rural and urban communities in Masvingo Province

Heather Chimhoga Orphan Care Provides education, nutrition, and medical provisions to orphans and vulnerable children in Murewa District

Kidzcan, Children's Cancer Relief Provides medical and psychosocial care to children living with cancer and blood disorders

NZEVE Deaf Children's Centre Provides holistic education and psychosocial intervention for deaf children and their families in Manicaland Province

Rozaria Memorial Trust Provides educational and nutritional support to children affected by HIV/AIDS, while empowering the community to reduce the spread of HIV and promote positive living in Murewa District



430,000

children in 11 countries were reached by 97 of the grantees supported by The ELMA Community Grants Program, as of the end of 2018.

The ELMA Relief Foundation

invests in relief efforts anywhere in the world, with an emphasis on children in Africa

FOCUS AREAS

Response
Recovery



Grantee
Alliance for International Medical Action (ALIMA)

Geography
Global

Focus Area
Response

Investment Synopsis
Project support for rapid emergency response assessments and program startups

Response

These investments support organizations that address the urgent needs of disaster-affected communities in a timely manner



1 million+

people received medical treatment as a result of ELMA support in areas of crisis — such as Yemen, Syria, South Sudan, Burkina Faso, Central African Republic, and Ebola-affected countries — from 2013 to 2018.

Action Against Hunger <i>South Sudan</i>	Project support for an integrated nutrition and water, sanitation, and hygiene (WASH) program serving internally displaced populations	International Rescue Committee <i>Jordan, Lebanon</i>	Project support to integrate ECD interventions into existing health, education, and child protection programs
Alliance for International Medical Action (ALIMA) <i>Global</i> <i>Pictured, left</i>	Project support for an international humanitarian organization to deliver rapid emergency response assessments and program startups	<i>Global</i>	Project support for the Airbel Center, IRC's research and development laboratory focused on developing products, services, and systems to improve humanitarian response
Catholic Relief Services <i>Jordan</i>	Project support for protection, psychosocial support, pre-school, remedial, and catch-up education services for Syrian refugee and other vulnerable children	<i>Jordan</i>	Project support for the provision of primary and reproductive health services to Syrian refugees and vulnerable Jordanians through mobile clinics
<i>Uganda</i>	Project support for school WASH infrastructure construction serving South Sudanese refugees	<i>Niger</i>	Project support for the provision of education and psychosocial support for children displaced by the Lake Chad crisis. This program will contribute to a global knowledge base on how to improve children's learning outcomes in crisis-affected contexts
<i>British Virgin Islands and Dominica</i>	Project support for Hurricane Irma and Hurricane Maria response	Jazz Foundation of America <i>United States</i>	Project support for provision of support services such as equipment replacement, home repair, and rent or mortgage payments for musicians affected by Hurricane Harvey in Houston, Texas
Children's Health Fund <i>United States</i> <i>Pictured, pg. 49</i>	Contribution to support holistic support services to children affected by Hurricane Irma in Florida	JF Kapnek Charitable Trust <i>Zimbabwe</i>	Project support for the expansion of a school feeding program in the context of drought
Concern Worldwide <i>Kenya</i>	Project support for scaling an approach for malnutrition management by enabling health teams to track spikes in malnutrition cases and receive predefined support packages as caseloads exceed emergency thresholds	Médecins du Monde <i>Ethiopia</i>	Project support for acute watery diarrhea response
Fundación Acción Contra el Hambre <i>Malawi</i>	Project support for work and asset distribution for immediate drought relief and resilience building of food-insecure households	<i>Nigeria</i>	Project support for emergency medical service provision for conflict-affected internally displaced and host populations



Left and right: Robert Haverlag

In 2017 and 2018, recipients of support from the Syria Crisis Drawdown Fund included Catholic Relief Services (pg. 45), International Rescue Committee (pg. 45), and Stichting War Child (pg. 46)

SPECIAL INITIATIVE:

Syria Crisis Drawdown Fund

Established in early 2016, the Syria Crisis Drawdown Fund supports organizations responding to the Syrian regional crisis. Recognizing the magnitude and the protracted nature of this crisis across a widespread geographic region, this internal fund was established with a multi-year timeframe and streamlined approval process to identify and develop multiple opportunities for ELMA to support responding agencies.

- Médecins du Monde** *Yemen* Project support for emergency medical service provision for marginalized conflict-affected communities
- Médecins Sans Frontières UK** *Global* Project support for emergency medical service provision to disaster-affected populations anywhere in the world, with a special emphasis on complex, underreported, and underfunded emergencies
- Mercy Corps** *Uganda* Project support for a consortium of three humanitarian agencies supporting South Sudanese refugees providing inputs for smallholder farming, cash for work, and access to improved WASH infrastructure
- Oxfam** *Ethiopia* Project support for provision of hygiene and sanitation services for displaced South Sudanese persons in a refugee camp in Gambela

- Save the Children** *South Sudan* Project support for field testing of a package of tools and resources designed to improve the quality of newborn healthcare services in humanitarian settings
- Solidarités International** *Democratic Rep. of Congo* Project support for emergency responses to seasonal cholera outbreaks
- Stichting War Child** *Lebanon* Project support for preparedness and response to seasonal cholera outbreaks
- Stichting ZOA** *Uganda* Project support for education, protection, and psychosocial support for Syrian refugee and other vulnerable children
- Stichting ZOA** *Uganda* Project support for an emergency school feeding program targeting 25,000 South Sudanese refugee children in 15 schools
- Waqful Waqifin Foundation** *South Africa* Project support for emergency food and basic household supplies, medical care, and repair of infrastructure to support persons affected by wildfires in Knysna and Plettenberg Bay





Recovery

These investments support organizations that sustainably rebuild lives and communities following a disaster

Special Opportunities

On occasion, we invest in programs that meet the mission of this foundation but are outside our main focus areas.

- Catholic Relief Services**
Sierra Leone Project support for post-Ebola restoration of education services and psychosocial support for children
- International Rescue Committee**
Liberia Project support to ensure children made vulnerable by Ebola have access to necessary services such as health, education, and legal support, and to build capacity of government social workers to link vulnerable children to these services in the future
- Jazz Foundation of America**
Puerto Rico Contribution to support musicians and their families affected by Hurricane María

- Alliance for International Medical Action (ALIMA)**
Global No-interest, no-fee, unsecured draw-down finance arrangement to facilitate ALIMA's working capital needs
- Global Pictured, above** General support to enable a growing humanitarian organization to expand its footprint, improve the quality of its programs, and diversify its funding base
- NPH-USA**
Haiti General support for St. Damien's Pediatric Hospital, Haiti's premier children's hospital

In 2017 and 2018, recipients of support from the ELMA Grantee Relief Fund included the Children's Health Fund (pg. 45) and Jazz Foundation of America (pg. 45 & 48)

SPECIAL INITIATIVE:

ELMA Grantee Relief Fund

Established in 2017, the ELMA Grantee Relief Fund is a pool of funding to selectively and rapidly support ELMA's existing grantees responding to unforeseen emergencies affecting communities they serve. This fund enables The ELMA Relief Foundation to provide timely support to organizations possessing a deep understanding of disaster-affected communities and to better and more quickly respond to underfunded or underreported crises.



The ELMA Growth Foundation

invests in the growth of organizations that improve the lives of low-income communities in Africa

FOCUS AREA

African Social Entrepreneurship



Grantee
Lwala Community Alliance

Geography
Kenya

Focus Area
African Social
Entrepreneurship

Investment Synopsis
General support for a growing African organization delivering community health, education, clinical care, and nutrition

African Social Entrepreneurship

These investments support organizations that have a demonstrated track record of social impact, and a realizable strategy for scale and sustainability



African Leadership Academy
Africa
Pictured, pg. 55

Project support for providing financial aid to students from disadvantaged backgrounds and for a program to link alumni to careers in public health

Africa

Project support for the Africa Careers Network to place and support alumni, who are currently in university, in summer internships at ELMA grantee organizations

Ashesi University College
Africa, Ghana
Pictured, left

Project support to build two 96-bed dormitories for students on the university campus

Harambee Youth Employment Accelerator
South Africa

Project support for the Work Seeker Support program which aims to provide young work-seekers in South Africa with skills and support to enhance the likelihood of gaining employment

IDinsight
Africa

Project support to expand IDinsight's Africa team and capacity to deliver measurement and evaluation services to the social sector

Living Goods
Kenya, Uganda

General support for a growing social enterprise focused on scaling a more sustainable community health worker model

Lwala Community Alliance
Kenya

General support for a growing African organization delivering community health, education, clinical care, and nutrition

One Acre Fund
Malawi, Kenya, Tanzania, Rwanda, Uganda, Burundi

General support for a rapidly growing social enterprise that offers comprehensive agricultural training, supplies, and financing to improve the livelihoods of subsistence farming families

Malawi, Kenya, Tanzania, Uganda, Rwanda, Burundi

Participation in a syndicated finance facility to cover short-term working capital needs

800,000

farm families were served by One Acre Fund in 2018, encompassing over 3.2 million children.

Project Mercy
Ethiopia

General support for a holistic community development agency serving 100,000 people through provision of education, essential healthcare, vocational training, and water and sanitation

African Social Entrepreneurship, continued

Shining Hope for Communities (SHOFCO)
Kenya General support for an organization alleviating poverty in urban slum communities by providing basic services including healthcare, clean water, and girls' education

Kenya Project support for physical expansion of Kibera School for Girls

Unjani Clinics
South Africa General support for a social franchise of nurse-run primary healthcare clinics serving low-income communities

Village Health Works
Burundi General support for a growing social enterprise focused on improving health, education, and nutrition

Special Opportunities

On occasion, we invest in programs that meet the mission of this foundation but are outside our main focus area

Root Capital
East Africa Project support to deliver financial training and strengthen market connections for agribusinesses

Southern New Hampshire University
South Africa, Malawi, Kenya, Rwanda Project support for the first phase of scale-up of an online competency-based university for refugees



The ELMA Music Foundation

invests in organizations that use music to improve outcomes for children and youth in the United States and South Africa

FOCUS AREAS

- Music & Youth Development
- In-School Music Programs
- Music & Opportunity Youth



Grantee
Grammy Music Education Coalition

Geography
United States

Focus Area
In-School Music Programs

Investment Synopsis
Project support for a collaboration of key music education stakeholders to ensure robust in-school music programs

Music & Youth Development

These investments support organizations that use music programming to advance youth development



After-School All Stars Project support to expand free after-school music programming to 1,200 youth in 30 public schools
United States
Pictured, right

East Bay Center for the Performing Arts Project support for the after-school music and performing arts programming of a longstanding community-based organization in Richmond, CA that serves youth ages 3-18
United States

Ellis Marsalis Center for Music General support for an after-school music program providing underserved children and youth from the Ninth Ward of New Orleans the opportunity to study music through arts-focused youth development programs
United States
Pictured, left

The Field Band Foundation General support for an organization that trains disadvantaged youth in music, dance, administration, and life skills
South Africa

Living Classrooms Foundation Project support for after-school music education programming serving disadvantaged children and youth, and linking them to broader youth development services in multiple sites across Baltimore, MD and Washington, D.C.
United States

Mama Foundation for the Arts Project support for the Harlem-based Gospel for Teens after-school music program, which provides free intensive training and performance opportunities in gospel music for 350 mostly low-income teenagers
United States



Mind Builders Creative Arts General support for an after-school center that includes music programming in creative youth development and early childhood classes in Bronx, New York
United States

Stax Music Academy Project support for extended day/after-school music instruction and a comprehensive youth development program
United States

myda

SPECIAL INITIATIVE:

MYDA

The Music and Youth Development Alliance

MYDA is a coalition of community-based organizations across the United States that use high-quality music and arts programming to connect young people ages 14-21 to comprehensive youth development services.

A Place Called Home Project support for the music department of a comprehensive after-school youth development center in South Central Los Angeles

The Door - A Center of Alternatives Project support for the music and performing arts programming of a community-based organization that serves youth ages 12-21 in the areas of health, education, the arts, personal development, and career services in New York City

Neutral Zone Project support for a youth-driven music and performing arts program serving youth between the ages of 13 and 22, many of whom are at-risk and/or from disadvantaged backgrounds in Ann Arbor, Michigan

Renaissance Youth Center Project support for the music programming of a community-based youth development organization in Bronx, New York

RYSE Project support for the Media, Arts, and Culture (MAC) program of a community-based youth development organization that provides a safe space for creative expression, youth leadership, and social justice in Richmond, California

Spy Hop Productions Project support for music and arts programming in Salt Lake City offered as a component of complementary youth development services

Youth Empowerment Project Project support to expand access to creative and technical resources for after-school music and arts programming in New Orleans

17,733

youth benefited from MYDA programming in 2017. **98% demonstrated gains in social-emotional learning capacity.**

In-School Music Programs

These investments support organizations that create access to high-quality, sequential music programming in primary and secondary schools



Giles Ashford

Music & Opportunity Youth

These investments help us learn how music and arts programming can strengthen services for opportunity youth, particularly justice-involved youth

Big Thought
United States Project support for the intensive performing arts program, Creative Solutions, to help disengaged youth transition out of the juvenile justice system

Special Opportunities

On occasion, we invest in programs that meet the mission of this foundation but are outside our main focus areas

Berklee College of Music
United States Project support for scholarships for youth from ELMA Music grantees in the United States to attend Berklee College of Music's four-year undergraduate program

Harlem Children's Zone
United States Project support for the after-school music and performing arts programming of a longstanding community-based organization that serves youth ages 3-18

Jazz Foundation of America
United States
Pictured, left Project support for the Agnes Varis Jazz in the Schools Program, which extends the careers of aging jazz musicians and brings music to schools, nursing homes, and hospitals nationwide

Berklee College of Music
United States Project support for a joint venture between Berklee College of Music and Little Kids Rock to expand and modernize music education in New York City public schools by training teachers and supplying schools with instruments and modern music technology

KIPP Foundation
United States Project support for music programs and classes in KIPP Public Charter High Schools

Grammy Music Education Coalition (GMEC)
United States Project support for a collaboration of key music education stakeholders including local communities, governmental agencies, and nonprofit agencies to ensure robust in-school music programs in various cities

VH1 Save The Music Foundation
United States Project support for music programs and classes in Newark Public Schools

The ELMA Vaccines & Immunization Foundation

invests in the expansion of immunization coverage for children, with an emphasis on Africa

FOCUS AREA

Supply Chain & Delivery



Supply Chain & Delivery

These investments support innovation to expand vaccine delivery

Clinton Health Access Initiative
Ethiopia Project support to improve cold chain capacity and effective vaccine management through training of cold chain technicians, optimizing cold chain logistics, and proper temperature monitoring

The GAVI Alliance
Tanzania Project support to scale up remote temperature monitoring technology, and operationalize national and global analytics tools to identify and respond to cold chain failures and weaknesses

Special Opportunities

On occasion, we invest in programs that meet the mission of this foundation but are outside our main focus area

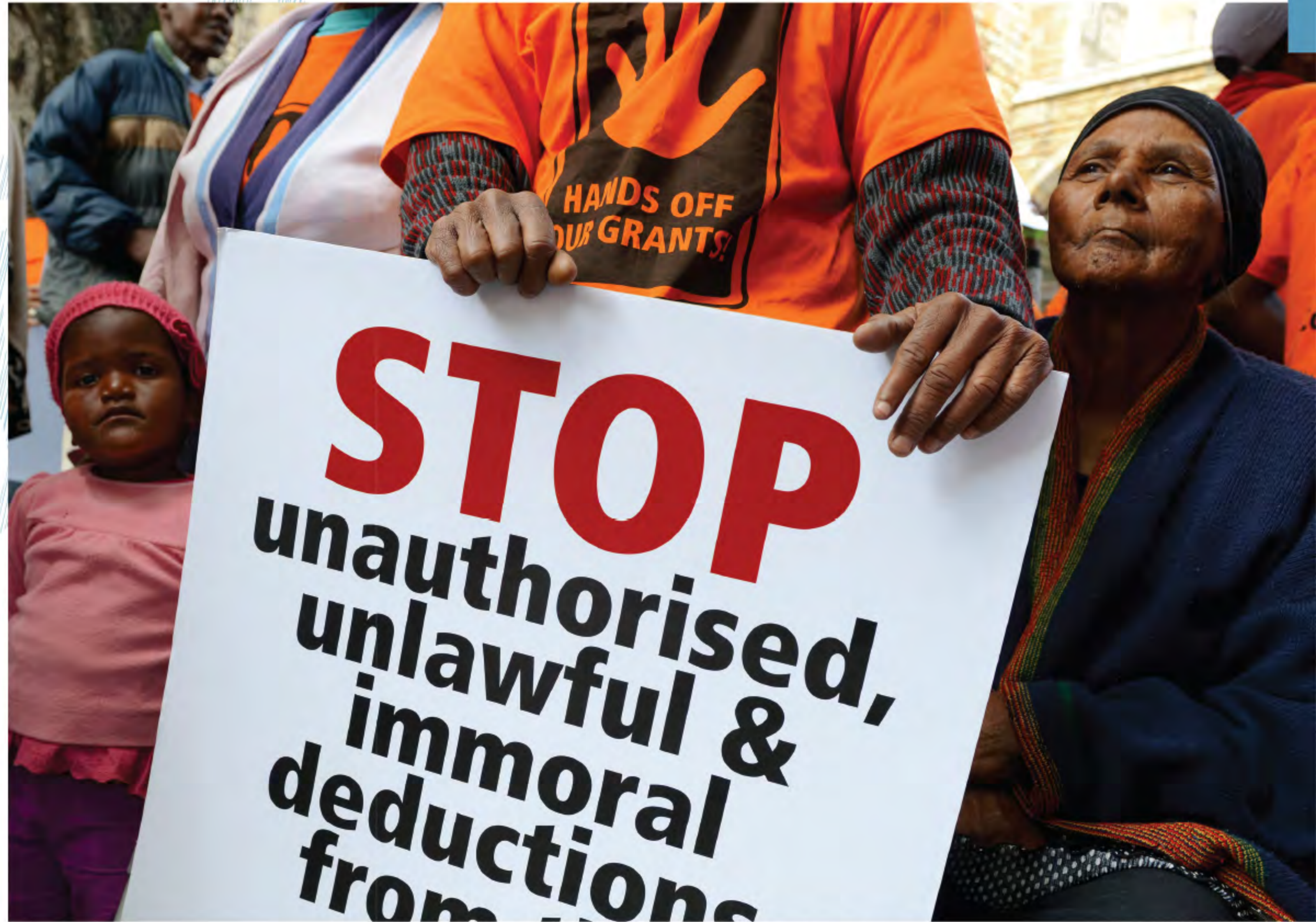
JSI Research and Training Institute
Kenya Project support to install remote temperature monitoring devices and to provide Ministry of Health with the necessary processes, tools, analysis, and data to inform national rollout of remote temperature monitoring

The ELMA South Africa Foundation

invests in organizations
supporting development
and progress in South Africa

FOCUS AREA

Supporting the Constitution



Grantee
The Black Sash Trust

Geography
South Africa

Focus Area
Supporting the
Constitution

Investment Synopsis
General support for an organization helping vulnerable South Africans recognize and exercise their human, social, and economic rights

Supporting the Constitution

These investments support organizations working to realize the constitutional rights of everyone living in South Africa

The Black Sash Trust
South Africa General support for an organization helping vulnerable South Africans recognize and exercise their human, social, and economic rights

Corruption Watch
South Africa General support for an organization encouraging and enabling informed public participation in opposing corruption, with a focus on strengthening engagement and accountability around state delivery of education, health, and socio-economic rights

Legal Resources Trust
South Africa General support for a social justice organization using the law to defend, protect, and enable the constitutional rights of vulnerable, poor, homeless, and landless people and communities

ProBono.Org
South Africa General support for an organization that matches attorneys with indigent clients to provide pro bono and high-quality legal services

Section 27
South Africa General support for a public-interest law and advocacy center that uses litigation, advocacy, and community mobilization to help realize the rights to education, healthcare, and food

Socio-Economic Rights Institute of South Africa
South Africa General support for a public interest law firm that provides professional, research, advocacy, and litigation services to communities, movements, and civil society organizations which seek to enforce socio-economic rights

University of the Witwatersrand - Centre for Applied Legal Studies
South Africa General support for a university-based, human rights law center that operates to advance the Constitution, protect the rule of law, and ensure that the democratic structures of South Africa advance the rights of its people

Special Opportunities

On occasion, we invest in programs that meet the mission of this foundation but are outside our main focus area

South Africa Partners
South Africa Project support for Phase Two of the Albertina Sisulu Executive Leadership Programme in Public Health (ASELPH), a partnership between University of Pretoria, University of Fort Hare, and Harvard University. ASELPH focuses on improving course offerings for mid-career public health managers, teaching competencies, alumni engagement, and supporting the National Department of Health in policy implementation

A commitment to evidence

ELMA has an ongoing commitment to Measurement and Evaluation (M&E) in order to assess and improve the social returns on our investments. Critically, evaluations supported by ELMA focus on informing decision-making and learning — both for ELMA and the field at large — rather than policing.

We value different forms of evaluation at different stages of a program. What is most crucial is that evaluations are “fit-for-purpose” — that is: the purpose, use, and users of an evaluation inform its design, resourcing, and timing. We believe in the judicious use of resources and prioritize the evaluation of investments that are strategically important and/or that have the potential to influence policy, funding, and practice. This in turn requires a strong commitment to using and sharing evidence generated from evaluations, as well as a process that is collaborative and consultative with internal and external stakeholders.



M&E contracts and grants in 2017 and 2018

ELMA funds evaluations that range from formative research to outcome evaluations and implementation studies. On a case-by-case basis, we also provide funding for dissemination efforts and broader, ongoing M&E support for implementing partners.

- African Population and Health Research Center**
Kenya Implementation research, outcomes evaluation, and cost analysis for a program that integrates home and facility-based ECD counseling into health system services
- Clinton Health Access Initiative**
Malawi Assessment to trace the employment and deployment of ELMA-supported graduates, examine the quality of training programs, and understand the broader impact of ELMA's investments in building the child health workforce
- Ichuli Consulting**
Uganda Evaluation of child development outcomes of the Aga Khan Foundation program to improve early childhood services
- Innovations for Poverty Action**
Uganda Partnership to provide ongoing M&E support to grantees for a set of ECD investments

- Itad**
South Africa, Uganda Evaluation of the impact of ELMA's Unfinished Business investments to accelerate HIV testing, treatment, and retention in care for infants, children, and adolescents in targeted high-burden areas
- Zambia, eSwatini (Swaziland), Kenya** Evaluation of ELMA's investment in the Elizabeth Glaser Pediatric AIDS Foundation to accelerate point-of-care and provider-initiated testing and counseling
- Stellenbosch University**
South Africa Longitudinal study to measure the impact of a home-visiting program on maternal and child health and child cognitive development
- Rabin Martin**
Malawi, South Africa, Uganda, Zimbabwe Evaluation of the sustainability of ELMA's Unfinished Business investments; further support was provided for dissemination of findings to partners, government, and key stakeholders
- University of KwaZulu-Natal Centre for Rural Health**
South Africa Support to analyze and disseminate evaluation findings from newborn care programs in KwaZulu-Natal: the KwaZulu-Natal Initiative for Breastfeeding Support (KIBS) and KwaZulu-Natal Initiative for Newborn Care (KINC)
- South Africa* Formative research on infant care and feeding practices among women working in the informal sector in Kwa-Zulu-Natal to inform the World Health Organization's development of breastfeeding support guidelines
- The Zenex Foundation Trust**
South Africa Evaluation of learner outcomes, and subject advisors' and teachers' knowledge in Grade R maths in the Western Cape



The ELMA Philanthropies provides philanthropic advisory services to The ELMA Group of Foundations

From locations in New York, Cape Town, Johannesburg, and Kampala, our team develops program strategies, identifies and explores investment opportunities, monitors and evaluates investment performance, and manages strategic partnerships for The ELMA Group of Foundations.

[Visit elmaphilanthropies.org to learn more](http://elmaphilanthropies.org)

Grantee	Thanda
Geography	South Africa
Foundation	The ELMA Foundation
Focus Area	The ELMA Community Grants Program



Eight principles define our approach to philanthropy

A commitment to organizations on the front lines

We believe: Strong local organizations and leadership are essential for ensuring that improvements in the lives of children and the communities that support them are relevant, cost-effective, and sustainable.

Therefore: For most of ELMA's philanthropy, which is focused on Africa, this means prioritizing our investments in African institutions and change agents over international non-governmental organizations. When considering investments in international non-governmental organizations, we ensure programs are led by country teams and aligned with local stakeholder priorities, and that most of our capital is utilized in country. International non-governmental organizations best suited for ELMA funding are those that have lean international overhead and empowered country leadership with whom ELMA can directly engage.

Deep engagement

We believe: Effective philanthropy requires deep engagement with the people, organizations, issues, and contexts in which we invest.

Therefore: Largely through our teams in Southern and East Africa, we seek to understand the priorities and challenges of the governments, institutions, and people with whom we partner, and the evolving contexts in which they operate. Furthermore, based on our rigorous due diligence and ongoing investment management, we have a deep understanding of the strengths and challenges of the organizations in which we invest. We leverage this engagement to inform our investments, provide non-financial support to organizations, and connect funders, implementers, and other stakeholders with one another to build collective efforts toward change. We partner with organizations that welcome this type of engagement.

A focus on evidence

We believe: Evidence that is developed and shared in an actionable way can improve our and others' funding, policies, and practice.

Therefore: ELMA invests in programs that are evidence-based or evidence-producing. Organizations best suited for ELMA investment are those that have a culture of performance management and data-driven decision-making. We support measurement and evaluation efforts to improve program delivery, assess the return on our investments, and to develop evidence that can transform policy and practice.

Flexibility on how, who, what, and when we fund

We believe: Improvements in the lives of children and communities are driven by governments, non-governmental organizations, businesses, social movements, and community-based organizations.

Therefore: We invest in multiple types of entities, and structure our investments according to the type of organization in which we are investing and what we aim to achieve. Types of ELMA investments include: general support grants, project support grants, equity, and debt.

A portfolio approach

We believe: There are no silver bullets to complex problems, and no single investment or organization will enable scalable, sustainable solutions to the challenges we tackle.

Therefore: We invest in complementary organizations and programs that address multiple aspects of a problem. We draw on our deep engagement to convene and connect these organizations and encourage mutual learning and coordinated action where appropriate.

Partnering with other investors

We believe: By co-investing with other funders, we share both the risks and successes, and ultimately maximize impact beyond what we could have achieved on our own. Furthermore, co-investing mitigates the risk of a grantee over-relying on ELMA for funding.

Therefore: Wherever possible, we aim to partner with co-funders, governments, and implementers to jointly design, fund, and manage investments.

Balancing a catalytic mindset with a long-term view

We believe: As a private philanthropy, we are uniquely positioned to make long-term commitments to the complex problems we are trying to solve. That said, being patient does not mean perpetually funding solutions with no exit in sight or sustainability after our exit. Rather, our role is to provide risk capital that may catalyze larger and more influential players such as governments, large non-governmental organizations, and multi-lateral agencies to adopt and scale what works.

Therefore: ELMA implements multi-year portfolio strategies and makes multi-year investments in programs and organizations that have the potential to drive lasting change. While our strategies and investments often have a long-term view, they also have an "exit strategy" in mind, ideally one that involves ongoing sustainability, and often scale-up, of what we fund beyond our investment. These "exit strategies" often entail plans to catalyze increased or improved funding, policy, or practice.

Balancing strategy with opportunity

We believe: We must balance strategy with opportunity so that we can deeply engage with specific focus areas, while ensuring we are responsive to evolving priorities of our key partners and beneficiaries.

Therefore: We aim to focus the majority of our financial and human resources on strategic priorities, while being open to compelling opportunities to drive impact in the overarching focus areas of our foundations.

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Our values

-  Humility and integrity
-  Respect for human dignity
-  Pursuit of excellence
-  Commitment to partnership
-  A results-orientation informed by continuous learning



Jjumba Martin