

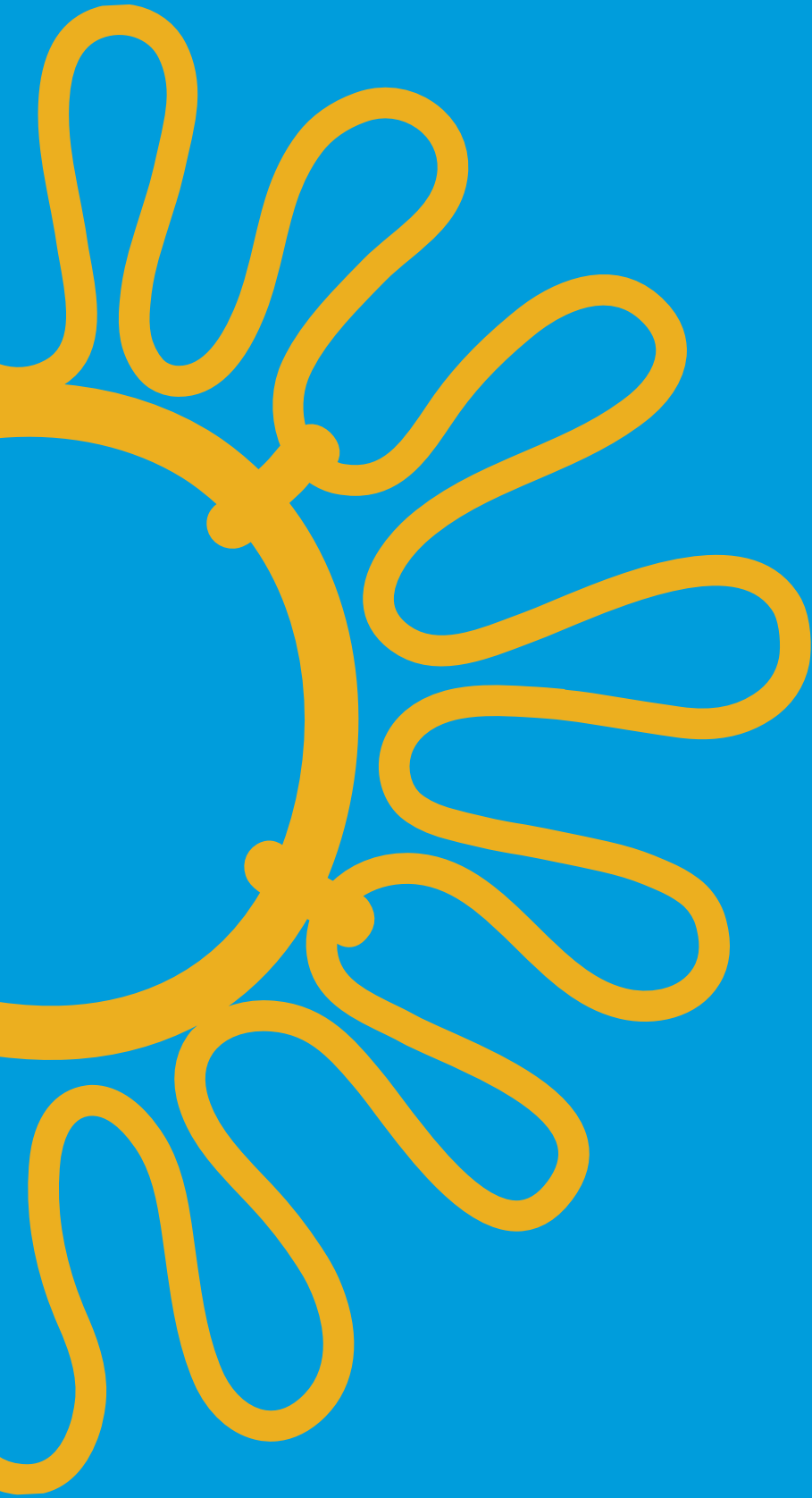
ELMA PROGRESS REPORT

2013
2014

ELMA PROGRESS REPORT

WWW.ELMAPHILANTHROPIES.ORG

2013 - 2014



www.elmaphilanthropies.org

TABLE OF CONTENTS

ELMA Progress Report 2013-2014

Introduction	3
Overview of The ELMA Philanthropies	5
Overview of The ELMA Group of Foundations	7
ELMA Investments 2013-2014 Map	9
The ELMA Foundation	11
Education	13
Health	25
ELMA Community Grants Program	33
Special Opportunities	37
The ELMA Relief Foundation	39
The ELMA Vaccines & Immunization Foundation	47
The ELMA Music Foundation	55
The ELMA Growth Foundation	61
The ELMA South Africa Foundation	69
Chief Executive Officer (U.S.) Note	72
Executive Director (Africa) Note	74
Executive Director (East Africa) Note	75



COVER: CAMFED, ZAMBIA; INTERIOR: CAMFED, ZAMBIA



NAHUELARENAS, OXFAM, ETHIOPIA

Welcome to ELMA's 2013-2014 Progress Report. Throughout these pages, the dedicated staff at The ELMA Philanthropies summarize the focus areas, portfolios, and investments of each of the foundations within The ELMA Group of Foundations.

The investments listed in this report are those with start dates that fall between 1 January 2013 and 31 December 2014. In addition to these, ELMA had many more ongoing and active investments during this period. Descriptions of these investments can be found on our website at www.elmaphilanthropies.org.

Introduction

In addition to outlining ELMA's focus areas and investments, this progress report highlights case studies and success stories in which ELMA's investments have supported, enabled, or accelerated the impact of organizations and programs tirelessly working for social change and benefiting the world's most vulnerable populations, particularly low-income children and families in Africa.

ELMA IS AN INVESTOR. As such, we seek to maximize the social return on ELMA's philanthropy by identifying and supporting teams of change-makers with demonstrated track records, well-run organizations, strong financial and performance management systems, and plans for transformative change.

ELMA IS A LONG-TERM INVESTOR. We know that change is complex and takes time, patience, and resources. This report outlines our progress and learnings to date, and highlights some of the key milestones and achievements of our partners as they navigate through the complex journey of social change.



The ELMA Philanthropies

The ELMA Philanthropies is the services arm of The ELMA Group of Foundations.

From locations in New York, Cape Town, Johannesburg, and Kampala, The ELMA Philanthropies team provides the following services to The ELMA Group of Foundations:

- ☀ Develops program strategies
- ☀ Sources and recommends grants and other philanthropic investments
- ☀ Monitors and evaluates investment performance
- ☀ Cultivates partnerships with key co-funders and other stakeholders

CLOCKWISE FROM TOP: NAHUEL ARENAS, OXFAM, ETHIOPIA; PETER MORRISON, CAFO, NAMIBIA; ROBYN CALDER, JECCDO, ETHIOPIA



The ELMA Group of Foundations

The ELMA Group of Foundations is composed of the following private foundations, which make grants and other investments based on recommendations from The ELMA Philanthropies

The ELMA Foundation

The ELMA Foundation is the primary foundation. It aims to transform the lives of Africa's children and youth by investing in programs and organizations that increase access to quality education and healthcare for children and their families.

The ELMA Relief Foundation

The ELMA Relief Foundation supports programs and organizations providing emergency humanitarian assistance to children and families affected by natural and/or man-made disasters.

The ELMA Vaccines & Immunization Foundation

The ELMA Vaccines & Immunization Foundation aims to expand vaccine and immunization coverage globally.

The ELMA Music Foundation

The ELMA Music Foundation supports organizations and programs in the United States of America and South Africa that either provide music education to underserved children and youth, or provide assistance to members of the music community in times of financial or other personal hardship.

LEAP: SOUTH AFRICA

The ELMA Growth Foundation

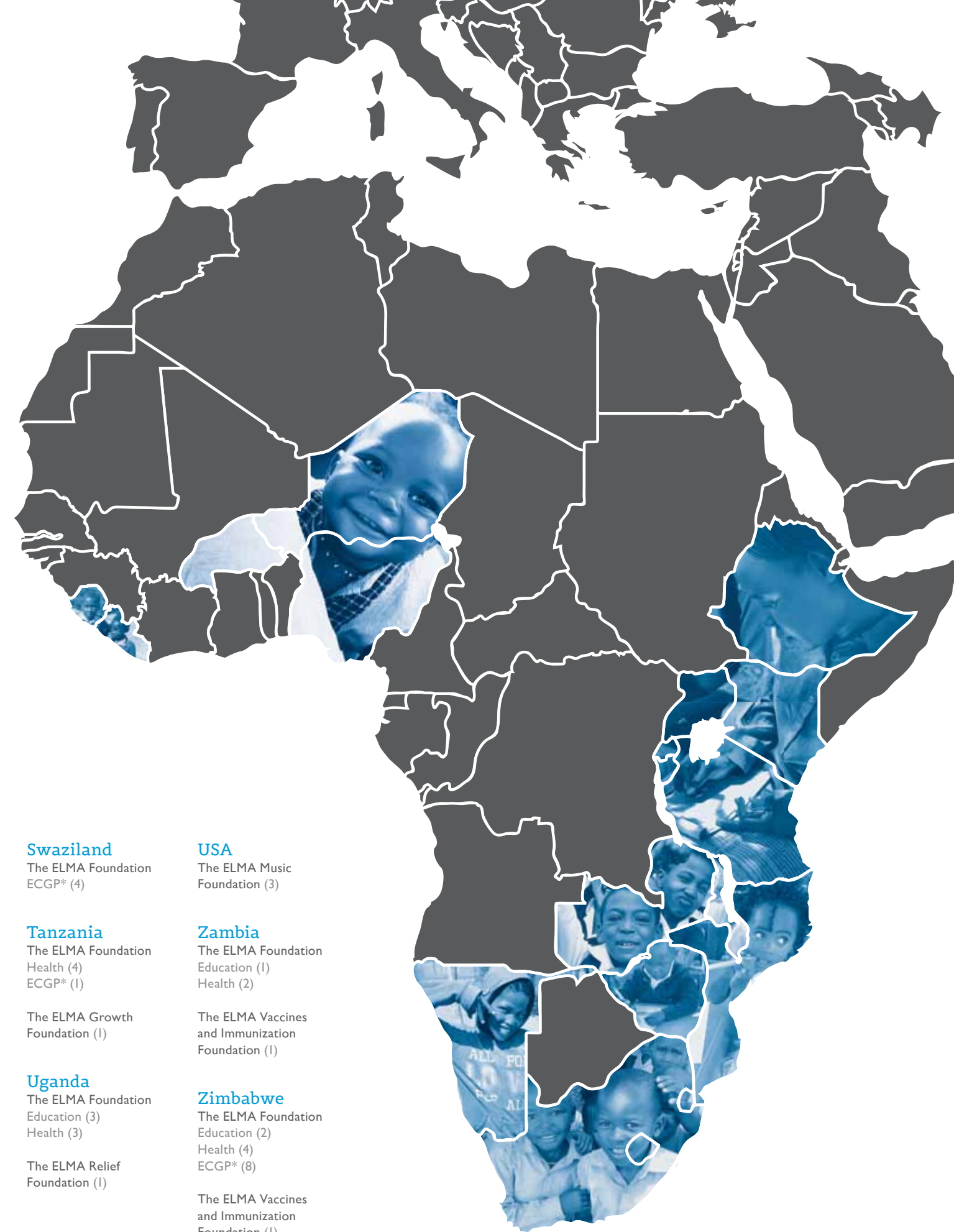
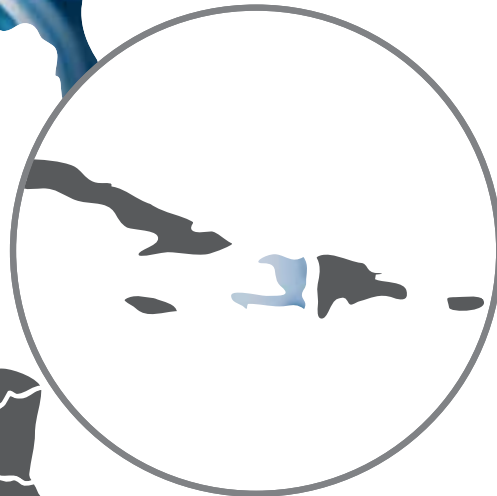
The ELMA Growth Foundation invests in the growth of organizations and initiatives that are demonstrably improving the lives of low-income communities in Africa.

The ELMA South Africa Foundation

The ELMA South Africa Foundation funds selected programs that are advancing the development of South Africa and are not specifically aimed at children.

2013-2014 ELMA Investments

(129 in total) To view all of our investments, visit elmaphilanthropies.org



REGIONAL INVESTMENTS

Global

The ELMA Relief Foundation (2)

The ELMA Vaccines and Immunization Foundation (2)

Africa

The ELMA Foundation Education (3)
Health (6)
Special Opportunities (1)

The ELMA Growth Foundation (3)

East Africa

The ELMA Growth Foundation (2)

COUNTRY-SPECIFIC INVESTMENTS

Burkina Faso

The ELMA Relief Foundation (1)

Burundi

The ELMA Growth Foundation (1)

Ethiopia

The ELMA Foundation Education (1)
Health (2)
Special Opportunities (1)

The ELMA Relief Foundation (4)

Haiti

The ELMA Relief Foundation (1)

Kenya

The ELMA Foundation Special Opportunities (2)

The ELMA Growth Foundation (1)

Lesotho

The ELMA Foundation ECGP* (4)

Malawi

The ELMA Foundation Health (5)
ECGP* (7)

Mozambique

The ELMA Relief Foundation (2)

Namibia

The ELMA Foundation Health (1)

The ELMA Relief Foundation (1)

Niger

The ELMA Relief Foundation (1)

Nigeria

The ELMA Relief Foundation (1)

Rwanda

The ELMA Foundation Health (2)

South Africa

The ELMA Foundation Education (14)
Health (7)
ECGP* (9)
Special Opportunities (1)

The ELMA Music Foundation (2)

The ELMA South Africa Foundation (1)

Swaziland

The ELMA Foundation ECGP* (4)

Tanzania

The ELMA Foundation Health (4)
ECGP* (1)

The ELMA Growth Foundation (1)

Uganda

The ELMA Foundation Education (3)
Health (3)

The ELMA Relief Foundation (1)

USA

The ELMA Music Foundation (3)

Zambia

The ELMA Foundation Education (1)
Health (2)

The ELMA Vaccines and Immunization Foundation (1)

Zimbabwe

The ELMA Foundation Education (2)
Health (4)
ECGP* (8)

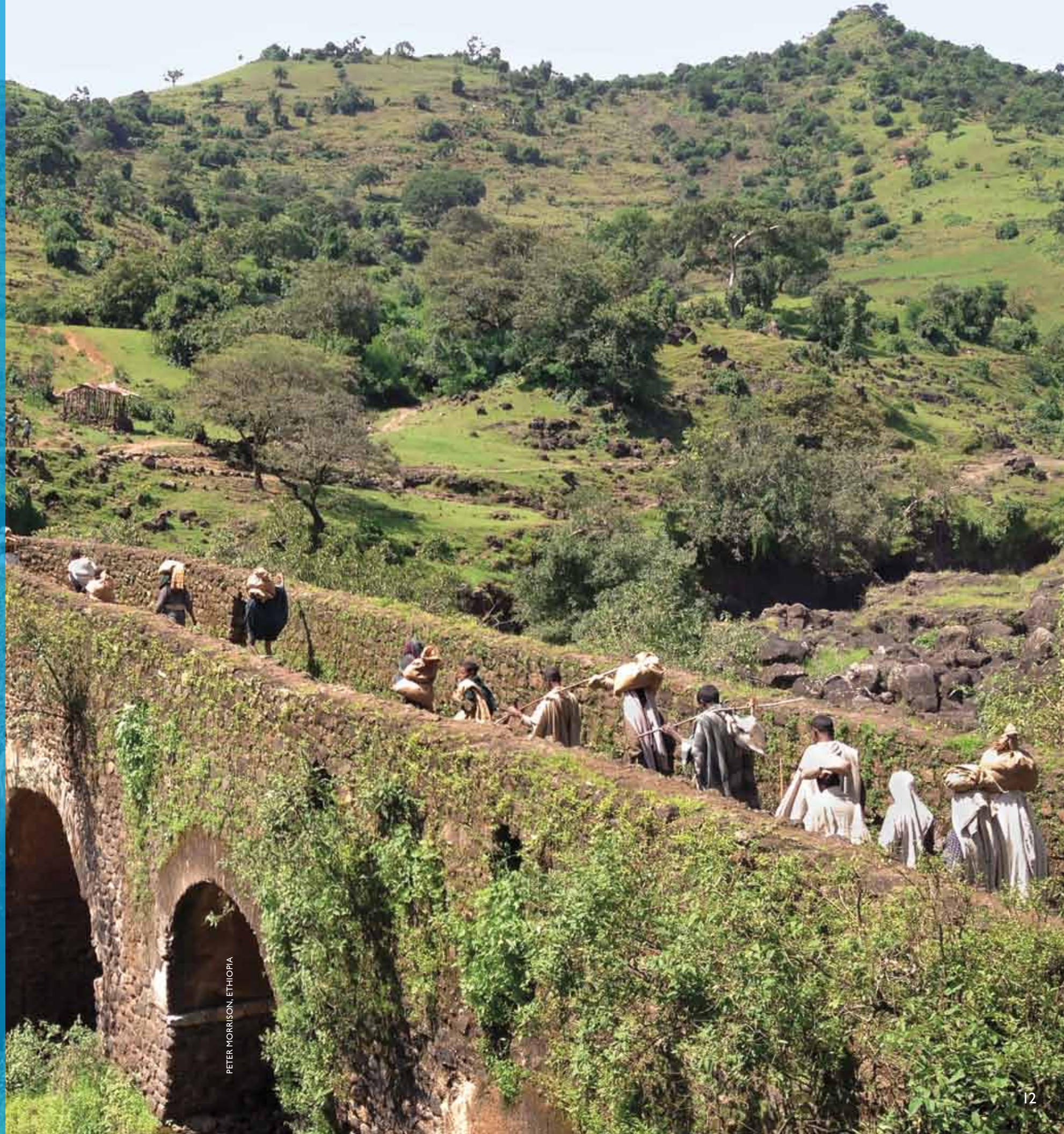
The ELMA Vaccines and Immunization Foundation (1)

* ELMA Community Grants Program

The ELMA Foundation

The ELMA Foundation is the primary foundation within The ELMA Group, 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 2013 and 2014 investments fall within four portfolios managed by The ELMA Philanthropies staff on behalf of The ELMA Foundation: Education, Health, ELMA Community Grants Program, and Special Opportunities.



PETER MORRISON, ETHIOPIA



JANET KLEINBAUM, SOUTH AFRICA

Education

Through its education portfolio, The ELMA Foundation invests in organizations and programs with the following goals:

- ☀ African children have access to quality early childhood care and development, and are prepared to learn and participate in primary education to maximize their long-term potential
- ☀ African teachers are trained, supported, and retained to provide high quality teaching
- ☀ African schools are well-managed to provide quality education for their learners
- ☀ African children successfully transition from one grade to the next on time with appropriate academic knowledge and life skills

To ensure long-term sustainability, ELMA's education investments aim to:

- ☀ Align with relevant government priorities while catalyzing the operationalization of relevant policies and service delivery
- ☀ Increase coverage, equity, quality, and relevance of educational services
- ☀ Support the leadership of African institutions and people



Spotlight on Early Childhood Development

Early childhood development (ECD) is a priority focus area for The ELMA Foundation. The decision to focus on early childhood development stems from a large body of evidence that demonstrates that appropriate nutrition, cognitive stimulation, and nurturing parenting practices from the womb through age six have an exponential influence on a child's educational achievements, earning capacity, resilience, and health.

ELMA's investments in early childhood development seek to rapidly expand access to affordable, high quality early childhood education and services by equipping governments, non-profit organizations, communities, businesses, and other stakeholders with evidence-based and contextually relevant ECD practices that can be scaled nationally.

The following case studies summarize the progress and learning to date of this system-level approach to improving early childhood development in two priority ELMA countries: South Africa and Mozambique.



LEFT PAGE: WOVINA SANANA, MOZAMBIQUE; RIGHT PAGE: ROBYN CALDER, JECCDO, ETHIOPIA



Ilifa Labantwana: From a Funder-Driven Startup to a Driving Engine of Early Childhood Development in South Africa

In support of the South African government's National Integrated Plan for Early Childhood Development, The ELMA Foundation, the DG Murray Trust, and the UBS Optimus Foundation formed a strategic co-funding initiative in 2009 known as Ilifa Labantwana (Ilifa).¹ Ilifa's purpose is to address key systemic gaps in the provision of early childhood development services to the poorest 40% of South African children under six years of age. Ilifa aims to provide implementation evidence, build national capacity, and galvanize informed political support for the provision of quality ECD services

at scale. The initiative is unprecedented in South Africa because of its focus on scale-up mechanisms that bridge the gap between localized activities driven by nonprofit organizations and national policy spearheaded by government.

Ilifa Labantwana Phase I (2009-2013) defined an *essential package* of early childhood services and through its partners, developed, tested, and evaluated cost-effective models of delivering various components of the package to poverty-affected communities in the North West, Mpumalanga, Eastern Cape, and KwaZulu Natal Provinces.

Ilifa defines the *ECD essential package* to include five basic services a child needs to have the best possible start in life:

- 1) Nutritional support
- 2) Primary level maternal and child health interventions
- 3) Social services and protection
- 4) Support for their primary caregivers
- 5) Stimulation for early learning

Ilifa Phase I achievements include:

- ☀ Developing the *essential package* of early childhood services, and thereby defining, documenting, and building consensus around the basic components of effective early childhood development programs in South Africa. Elements of this essential package are included in the draft *National Early Childhood Development Policy and Program*, which is currently in the final phases of review by the South African parliament.
- ☀ Demonstrating the impact of home and community-based ECD services, focused on 794 caregivers and 1,513 children under the age of 4. The outcome data of the evaluation of these services showed that home visiting programs improved the safety and hygiene in homes, increased access to social grants and services for children, improved caregiver's ability to cope and if sustained, improved parenting and early stimulation of children at home.
- ☀ Demonstrating how to roll-out ECD in rural districts, by supporting Ntataise and the Early Learning Resource Unit in partnership with the local Department of Social Development, to initiate a combination of ECD center enrichment and non-center-based ECD services in two of the North West Province's most underserved districts. Between 2011 and 2013, 930 children under 6, who were previously receiving no ECD services, accessed ECD services and 60 ECD practitioners at 41 ECD centers upgraded their teaching qualifications.
- ☀ Mapping out all public funding for early childhood development and identifying the main policy and administrative obstacles for districts and ECD service providers to access this funding.

¹The W. K. Kellogg Foundation was also an early funder in launching this initiative, funding the first phase.



Ilifa Labantwana Phase II (2013-2016) continues to support the implementation and evaluation of essential package delivery models and consensus-building with local, provincial and national government, and other stakeholders on what mechanisms should be used to cost-effectively scale up early childhood development throughout South Africa. The FNB Fund joined as a core funder and Omidyar Network joined as a funder of an innovation group within Ilifa, known as the *ECD Innovation Edge*. Key progress to date includes:

- ☀️ Based on the abovementioned fund mapping and other support provided by the Ilifa team to assist the North West Province to improve its planning and budgeting for early childhood development, the North West Province successfully bid for ZAR4,700,000 (approximately USD427,591) to be released by National Treasury for early childhood development programs serving the province's 476,087 children.
- ☀️ Launching and generating national government interest in a pilot of an ECD center registration system in KwaZulu Natal, which, if successful, would be utilized by the National Department of Social Development to overhaul its current backlogged system. Increased registrations would result in increased government funding flowing to early childhood development programs and centers.

Within five years, Ilifa has transformed from a funder-initiated startup led by a few motivated people armed with ambitious goals, to a pre-eminent national early childhood development agency that is driving and supporting government and ECD service providers to shape and accelerate how ECD is systematically and cost-effectively delivered, financed, and sustained across South Africa. ELMA's intention is to remain a key part of the Ilifa initiative until all children in South Africa have access to the essential ECD package of services.



Investing in ECD in Mozambique

From 2009-2011 The ELMA Foundation supported Save the Children in Mozambique to construct **56 community-run early childhood development centers serving 13,000 HIV/AIDS-affected children**. The centers offer daily preschool classes and host monthly meetings for caregivers to learn about young children's health, nutrition, and literacy.

The effectiveness of this program was evaluated by the World Bank, revealing that children who attended classes at Save the Children-supported ECD centers experienced a significant increase in cognitive, socio-emotional, and fine motor skills and were significantly more likely to enroll in primary school on time than children who did not attend classes at ECD centers.

Based on this evidence of the benefits of investing in early

childhood development services in resource-poor settings within Mozambique, the World Bank issued a long term loan of **USD40 million** with very favorable terms to the government of Mozambique in 2012 to scale up ECD services and increase the quality and efficiency of the overall early childhood education system. As part of the implementation of this credit, nonprofits in the Nampula, Cabo Delgado, Tete, Gaza, and Maputo Provinces were contracted by the Ministry of Education in 2014 to expand this community-based early childhood development and pre-school model to **84,000 young children across 600 communities over three years**. As the economy of Mozambique grows, the goal is for the Mozambican government to sustain the costs of providing these ECD services while eventually expanding them to other regions.

\$40M

The World Bank issued a long term loan of USD40 million with very favorable terms to the government of Mozambique in 2012 to scale up ECD services and increase the quality and efficiency of the overall early childhood education system.

2013 - 2014 ELMA Education Investments

This list is comprised of education investments with start dates that fall between 1 January 2013 and 31 December 2014.

EARLY CHILDHOOD DEVELOPMENT

ETHIOPIA

School Readiness Initiative

General support to an organization providing 5,000 children per year in Addis Baba with quality ECD services, including teacher training, health checks, deworming, and ECD materials development

SOUTH AFRICA

African Self Help Trust (ASHA Trust)

General support for a well established ECD training organization that undertakes ECD center development and practitioner training in underprivileged areas in Gauteng

The DG Murray Trust

Renewal project support for Ilifa Labantwana to extend the national initiative to develop quality, scalable, and sustainable ECD programs for disadvantaged children for another three years

Hantam Community Education Trust

General support for an organization implementing an integrated approach to education for rural children and youth

Khululeka Community Education Development Centre Trust

General support for an ECD training and implementation organization to increase the number of trained ECD Practitioners in the Eastern Cape and support the expansion of an integrated ECD program

Training and Resources in Early Education (TREE)

General support for KwaZulu Natal's largest ECD organization that provides integrated, coordinated, and quality ECD services targeting families and vulnerable children in early childhood (ages 0-4)

ZIMBABWE

JF Kapnek Charitable Trust in Zimbabwe

Project support to renovate and equip 106 classrooms and create ECD centers in rural Mhondoro/Ngezi and Sanyati districts

Project support for the provision of comprehensive ECD services to children in rural Mhondoro/Ngezi and Sanyati districts

STRONGER SCHOOLS PROVIDING QUALITY EDUCATION

SOUTH AFRICA

LEAP Science and Maths School

General support in the form of a challenge grant to South African donors for a network of secondary schools specializing in maths and sciences and serving students from disadvantaged backgrounds in three provinces

Penryn Trust

Renewal project support for years four and five of an initiative to strengthen five primary and five secondary public schools in Mpumalanga Province, as part of ELMA's Strengthening Our Schools Program

Save the Children South Africa NPC

Project support for years three, four, and five of the initiative to strengthen eight primary and two secondary schools in the Free State Province as part of ELMA's Strengthening Our Schools (SOS)

UGANDA

Build Africa

Project support for "Rural Education for Secondary School Transition and Retention" (RESTAR) in Eastern Uganda

Promoting Equality in African Schools (PEAS)

Project support to complete construction of 7 secondary school compounds, each serving 1,000 students. Part of the support included a match with the Costa Foundation

Project support to increase access, retention, and results of secondary school students in rural Uganda through teacher training, income generating activities, and improved curricula

TEACHER TRAINING, DEVELOPMENT AND SUPPORT

SOUTH AFRICA

Save the Children South Africa NPC

USAID and J.P. Morgan School Capacity and Innovation Program Co-Funding Initiative: Project support for improving reading skills in rural districts of the Free State and Mpumalanga provinces under the Partnership for Accelerated Progress in Early Grade Reading

University of Johannesburg

Project support for the foundation phase teacher education program at the Teacher Education Campus in Siyabuswa and to establish a Centre for African Language Teaching (CALT) at the Teacher Education Campus in Siyabuswa

Project support to cover the monitoring and evaluation costs associated with ELMA's grant to the University of Johannesburg to strengthen the teacher education program at the Teacher Education Campus in Siyabuswa and establish a Centre for African Language Teaching

Wordworks

USAID and J.P. Morgan School Capacity and Innovation Program Co-Funding Initiative: Support for the Strengthening Teaching of Early Language and Literacy (STELLAR) program

ZAMBIA

Room to Read

Project support for the salaries and related benefits for up to 18 months of three new hires intended to help the grantee more effectively evaluate, communicate, and engage stakeholders in dialogue around its Reading, Writing & Instruction program

EDUCATION SPECIAL OPPORTUNITIES

AFRICA

Africa University (AU)

General support in the form of a challenge grant to encourage support from African donors

Project support to strengthen AU's development capacity related to cultivating African donors

Renewal project support in the form of scholarships for 43 students to complete their undergraduate degrees

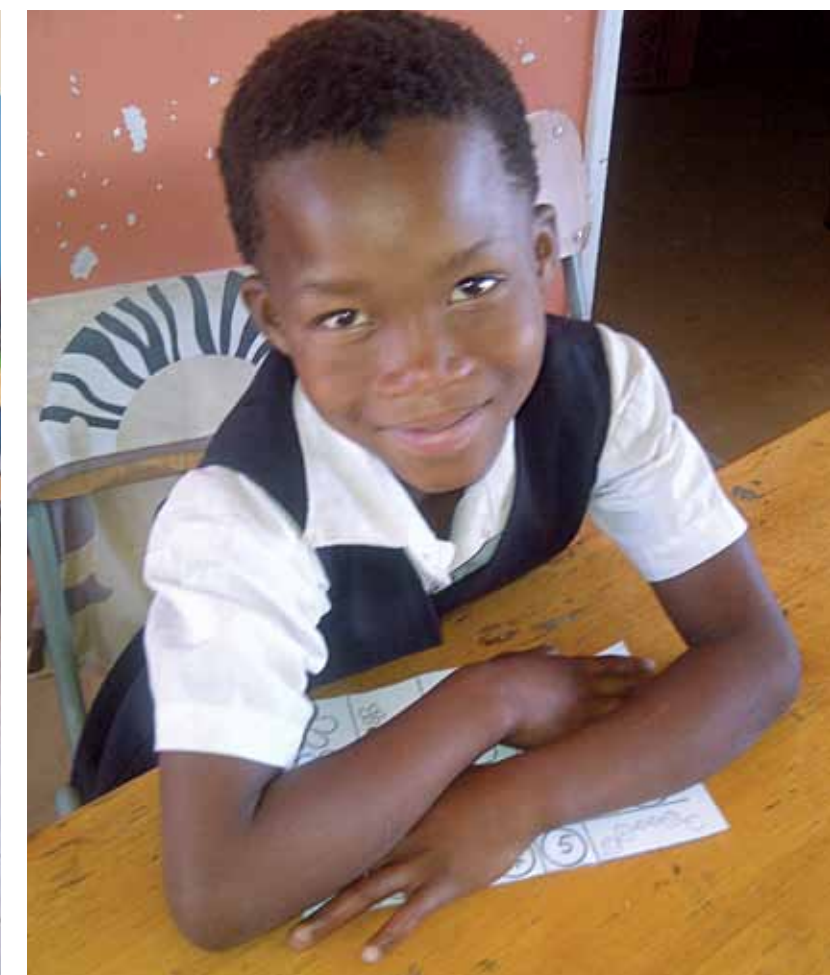
SOUTH AFRICA

The Learning Trust

Renewal of general support to a community-based investor and incubator focused on supporting startup education organizations in the Western and Eastern Cape

Vuleka School

General support for operational expenses and project support for the development of a 3-year business plan for a network of 3 primary schools, 3 ECD centers, and a special needs school serving disadvantaged children



CLOCKWISE FROM TOP: CAMPEL, ZAMBIA; SCHOOL READINESS INITIATIVE, ETHIOPIA; HANTAM, SOUTH AFRICA



CLOCKWISE FROM TOP: FUNDISA, SOUTH AFRICA; SIOBHAN CROWLEY, UNICEF, ETHIOPIA; PETER MORRISON, SHOFKO, KENYA

Health

Through its health portfolio, The ELMA Foundation invests in programs and organizations with the following goals:

- ☀ African mothers have access to appropriate maternal and newborn care so they can ensure their newborns have the best possible start in life
- ☀ African children and mothers have the nutrition they need to develop into their true potential
- ☀ African women and children avoid HIV infections and those living with HIV survive and thrive
- ☀ African children have access to appropriate preventative and curative health services and treatment so they can survive and thrive

To ensure long-term sustainability, ELMA's health investments aim to:

- ☀ Strengthen all of the Health Systems Building Blocks¹, including infrastructure
- ☀ Increase coverage, equity, quality, and safety of integrated health services
- ☀ Support the leadership of African institutions and people

¹There are a total of six traditional Health Systems Building Blocks as defined by the World Health Organization including: Health Information Systems, Health Service Delivery, Health System Financing, Health Workforce, Leadership & Governance, and Supplies & Commodities. ELMA also considers Physical Infrastructure such as hospitals, wings, and health centers, as a building block.



CASE STUDY

Transforming Health and Foreign Aid in Rwanda

In 2011, the Government of Rwanda initiated an ambitious effort to rapidly improve the quality and quantity of its national health workforce.

The ELMA Foundation funded the Clinton Health Access Initiative (CHAI) from 2011 through 2013 to provide technical support to the Government of Rwanda to create and fundraise for a seven-year plan to develop a sustainable national health education system that graduates the volume of well-trained health workers needed to support a high performing health system. **Over the course of the program, approximately 9,000 Rwandans will be educated—nearly doubling the health workforce—and a generation of Rwandan faculty will be developed to sustain education programs.**

As part of this plan, CHAI developed an academic consortium of 25 top U.S. medical, health management, nursing and dentistry schools, and academic hospitals. Collectively, these institutions send over 100 professors per year to join their counterparts in Rwanda for year long placements to develop and implement curricula and train health managers, medical residents, medical, nursing, midwifery and dentistry students through hands-on clinical teaching. **This transfer of skills and knowledge is improving the quality of health sciences training for the more than 1,000 Rwandan trainees enrolled annually in specialty education and training programs.**



CHAI RWANDA (LEFT PAGE); CHAI PEDIATRICS, RWANDA (RIGHT PAGE)

Transforming Health and Foreign Aid in Rwanda



The Rwandan Human Resources for Health Program represents a significant victory in African public health as well as ongoing efforts to reform foreign aid for the following reasons:

- ☀ The Human Resources for Health Program is fully managed by the Government of Rwanda based on its self-defined public health priorities. The donor funding flows directly to the Government of Rwanda, which then contracts with the 25 U.S. academic institutions who are participating in the program. This contrasts with many programs in Africa that are implemented by foreign organizations contracted by foreign donors, and not necessarily implementing programs that are in line with national priorities.
- ☀ The Government of Rwanda has successfully mobilized **USD53.8 million** to fund this program to date from the U.S. Government and the Global Fund to Fight AIDS, Tuberculosis and Malaria. **Nearly 50% of this funding was reallocated from U.S. non-governmental organizations in Rwanda whose programs were not explicit priorities of the Rwandan Ministry of Health.**
- ☀ **Each contract stipulates zero overhead and minimal 7% administrative fees charged to salary and wages only, a significant departure from the 30-60% general overhead rates** that the U.S. Government and other donors often pay U.S.-based institutions. This lower-than-usual negotiated overhead rate means that the bulk of funding supports program implementation in Rwanda, rather than supporting overhead in the U.S.
- ☀ **By 2019, the Rwandan Government has committed to sustaining the program from its own budget, rather than relying on external funders.**

Early indications of success:

- ☀ Due to surge capacity of faculty support, **medical residency programs have doubled total intake and three new residency programs have been established.**
- ☀ As of 2014, Rwanda's School of Medicine has doubled its annual intake of students from 100 to 200.
- ☀ A new Bachelor of Midwifery program has commenced expecting to graduate the first cohort of 30 students by June 2015.
- ☀ Two Master of Nursing programs have been developed for critical care (including emergency/trauma nursing, intensive care nursing, and surgical nursing) and pediatrics (including neonatal and pediatric intensive care).
- ☀ A first cohort of Masters of Hospital Administration trainees is expected to graduate in 2015.
- ☀ Seventy-five new faculty positions have been created at the University of Rwanda to absorb new graduates who will join the education system as junior faculty.

\$53.8M

The Government of Rwanda has successfully mobilized USD53.8 million to fund this program to date. By 2019, the Rwandan Government has committed to sustaining the program from its own budget.

2013 - 2014 ELMA Health Investments

This list is comprised of health investments with start dates that fall between 1 January 2013 and 31 December 2014.

CHILD AND ADOLESCENT HEALTH

AFRICA

University of Cape Town

Renewal project support for the African Pediatric Fellowship Program at the Red Cross Children's Hospital to train pediatric specialists from university hospitals across Africa

Renewal project support for the Child Nurse Practice Development Initiative at the Red Cross Children's Hospital to support postgraduate scholarships and build clinical pediatric nursing capacity in East and Southern Africa

MALAWI

University of Malawi, College of Medicine

Project support to provide postgraduate pediatric training for eight doctors

University of Malawi, Kamuzu College of Nursing

Project support to train 25 highly qualified Master of Science (MSc) and 48 Bachelor of Science (BSc) child health nurse trainees and build the grantee's capacity to deliver the MSc in Child Health Nursing program in Malawi

TANZANIA

Joan and Sanford I. Weill Medical College of Cornell University

Project support to establish a pediatric burns unit at Sekou Toure Regional Referral Hospital

HIV AND TB

AFRICA

Clinton Health Access Initiative, Inc.

Project support for technical assistance to 7 countries applying to the Global Fund to Fight AIDS, Tuberculosis and Malaria for resources for pediatric HIV & tuberculosis; and assistance to 4 of the 7 to develop pediatric HIV & tuberculosis program plans and proposals

Pediatric AIDS Treatment for Africa

General support to an African network that develops capacity of frontline health care provider clinical teams, thereby strengthening pediatric HIV prevention and care in 24 countries in Sub-Saharan Africa



MALAWI

Clinton Health Access Initiative, Inc.

Project support to close the pediatric HIV and tuberculosis care and treatment gap by supporting ministries of health and key partners in Malawi

SOUTH AFRICA

The Kidzpositive Family Fund

General support for an organization providing integrated health, early childhood development, and psychosocial support to maintain the health and well-being of children and adolescents living with HIV

UGANDA

Clinton Health Access Initiative, Inc.

Project support to close the pediatric HIV and tuberculosis care and treatment gap by supporting ministries of health and key partners in Uganda

ZAMBIA

Clinton Health Access Initiative, Inc.

Project support to close the pediatric HIV and tuberculosis care and treatment gap by supporting ministries of health and key partners in Zambia

ZIMBABWE

Africaid

General support for expansion of the Zvandiri model nationally and in 3 partner clinics in African countries. The Zvandiri model strengthens the provision of prevention, treatment, care and support services for children, adolescents and young people living with HIV

Clinton Health Access Initiative, Inc.

Project support to close the pediatric HIV and tuberculosis care and treatment gap by supporting ministries of health and key partners in Zimbabwe

World Education, Inc.

Project support to increase pediatric antiretroviral treatment coverage in 13 new districts by adapting and scaling up the IMPACT model of case finding and case holding for infants and adolescents living with HIV/AIDS

MATERNAL AND NEWBORN HEALTH

AFRICA

United States Fund for UNICEF

Project support to UNICEF for Southern and Eastern Africa country teams to participate in the Global Newborn Health conference in Johannesburg, South Africa and to develop global and national action plans for improving newborn care

ETHIOPIA

UNICEF

Project support to scale up community-based newborn care, including sepsis management

MALAWI

Friends of Sick Children

Capital support for extensions and alterations to the Kangaroo Mother Care Ward at Queen Elizabeth Central Hospital in Blantyre

University of Malawi, Kamuzu College of Nursing

Project support to increase the number of nurse-midwives in Malawi through scholarship support for pre-service training of nurse-midwives

SOUTH AFRICA

Philani Nutrition Centres Trust

Renewal support for maternal, child health and nutrition interventions in the Cape Metro and OR Tambo Districts, establishing a unit to share the Philani model and strengthening the executive team

Praekelt Foundation

Project support for a National Department of Health-led mobile health initiative, MomConnect, to register all pregnant women attending public health facilities in a national database to improve access, uptake & quality of antenatal and postnatal services

University of KwaZulu-Natal, Centre for Rural Health

Project support to the Centre for Rural Health for implementation of the KwaZulu Natal Initiative for Newborn Care (KINCC) in partnership with the KwaZulu Natal Department of Health

TANZANIA

Pathfinder International

Project support for clinical and community action to

address maternal and newborn child health around two rural hospitals, one in the Sengerema District and the other in the Shinyanga District

The Registered Trustees of Ifakara Health Institute (IHI)

Project support to improve district health systems' capacities to manage obstetric emergencies through the introduction of the non-pneumatic anti shock garment (NASG) and a 'closed user group' (CUG) mobile support system

Stichting PharmAccess International

Project support to build capacity of private providers to deliver an expanded range of quality maternal, newborn, and child health (MNCH) services for Tanzania's rural poor

UGANDA

Baylor College of Medicine Children's Foundation Uganda Limited

Project support to enhance newborn care interventions in the Saving Mothers Giving Life (Uganda) program

Infectious Diseases Institute Limited

Project support to enhance newborn care interventions in western Uganda under the Saving Mothers Giving Life (Uganda) program

ZAMBIA

Centre for Infectious Disease Research in Zambia

Project support to ensure women at risk for preterm delivery receive high quality clinical care, thereby reducing maternal and neonate mortality, via the initiative Preterm Resources, Education, and Effective Management for Infants (PREEMI)

ZIMBABWE

Absolute Return for Kids

Project support to improve obstetric and newborn care by strengthening the capacity of front line health care workers to deliver quality services at all levels (community, district, and tertiary) across 10 districts

NUTRITION

ETHIOPIA

Clinton Health Access Initiative, Inc.

Project support to reduce childhood malnutrition through advisory and brokerage services to the government of Ethiopia to set up in-country production and distribution of complementary foods for babies (6-23 months), and pregnant and lactating women

RWANDA

Clinton Health Access Initiative, Inc.

Project support to reduce childhood malnutrition through advisory and brokerage services to the government of Rwanda to set up in-country production and distribution of complementary foods for babies (6-23 months), and pregnant and lactating women

SOUTH AFRICA

University of KwaZulu-Natal, Centre for Rural Health

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

HEALTH SPECIAL OPPORTUNITIES

AFRICA

Clinton Health Access Initiative, Inc.

Project support to adapt and introduce the Rwanda Human Resources for Health (HRH) model to at least one other African country (Liberia); also, establish an Academic Consortium to support Rwanda and other countries to effectively interface with U.S. universities for HRH

NAMIBIA

The Synergos Institute

Project support for the construction and initial operations of primary health care clinics

RWANDA

Clinton Health Access Initiative, Inc.

Renewal project support for the expenses incurred in continued consulting services to help guide the implementation of the Government of Rwanda's Human Resources for Health Plan

SOUTH AFRICA

Clinton Health Access Initiative, Inc.

Renewal project support for expanding and sustaining access to health care, particularly HIV services

Umthombo Youth Development Foundation

General support to increase the number and retention of rural health professionals through implementation of the Umthombo model in KwaZulu Natal, the Eastern Cape and Limpopo, with partial challenge support to incentivize fundraising



ELMA Community Grants Program

In Africa, particularly in rural areas, community-based organizations (CBOs) are often the only safety net for children with the biggest developmental and survival needs.

CBOs often serve areas that governments, markets, and large non-governmental organizations don't reach. The ELMA Community Grants Program was developed in response to this clear need to support CBOs in order to further The ELMA Foundation's mission of improving the lives of children in Africa.

Launched in 2012, The ELMA Community Grants Program provides grants, mostly in the form of general support, to CBOs and other small NGOs in Southern and East Africa that provide direct humanitarian services to children and their families.

These services provide for the following essential needs for all children:

- ☀️ Physiological needs – such as food, water, clothing, and shelter
- ☀️ Safety needs – such as protection, psychosocial support, and health

Using creative and resourceful methods, organizations supported through The ELMA Community Grants Program work with local communities and families to reach some of the most marginalized and vulnerable groups in society, such as children with disabilities and unaccompanied minors crossing borders.

In addition to ELMA's financial investment, grantees supported by The ELMA Community Grants Program receive tailored capacity-building support in the areas of fundraising, financial management, leadership, monitoring and evaluation, and program development.

With a relatively small financial investment and additional non-financial support, these organizations are able to function on a more stable footing in order to better ensure their beneficiaries survive and thrive.

2013 - 2014 ELMA Community Grants Program Investments

This list is comprised of ECGP investments with start dates that fall between 1 January 2013 and 31 December 2014.

LESOTHO

GROW

General support to an organization focused on capacitating communities to care for orphans and vulnerable children, addressing issues of food security, livelihood recovery and non-formal education of herd boys in Mokhotlong, Lesotho

St. Bernadette Resource Centre For The Blind

General support to an organization running a specialized primary school and boarding facilities for visually impaired and blind children in Lesotho

Thuso-E-Tla-Tsoa-Kae Primary School

General support to an organization running a tuition-free school and boarding house for children from across Lesotho with multiple disabilities, based in rural Botha-Botha District

Touching Tiny Lives Trust

General support to an organization providing integrated care to vulnerable children under 5 and their care givers in rural Mokhotlong and Thaba Tseka districts in Lesotho

MALAWI

Children of Blessing Trust

General support to an organization providing therapeutic and health services, nutrition and specialized education for disabled and malnourished children in Lilongwe District, Malawi

KINDLE Orphan Outreach

General support to an organization working with local communities to provide health care and educational support for orphaned and vulnerable children in Salima District, Malawi

Mangochi Orphans Education and Training

General support to an organization providing free quality primary school education, nutrition and essential support to orphans and vulnerable children in Mangochi District, Malawi

Rights Institute for Social Empowerment

General support to an organization providing quality health and education services for children, adolescents and women in Lilongwe and Dowa districts, Malawi

Salima AIDS Support Organization

General support to an organization working with local communities to provide health care, nutrition, and educational support to orphaned and vulnerable children in Salima District, Malawi

Urunji Child-Care Trust

General support to an organization providing essential nutrition for children and malaria prevention for rural communities in Lilongwe District, Malawi

Youth For Development and Productivity

General support to an organization providing essential services to children and youth and ensuring food security for vulnerable families in rural communities in Zomba District, Malawi

SOUTH AFRICA

Anna Foundation

General support to an organization providing quality after-school services and care to disadvantaged children living on farms in the Western Cape, South Africa

Arebaokeng Child Day Care Centre

General support to an organization providing a continuum of care from early childhood development to after-school care for orphaned and vulnerable children in Tembisa, South Africa

Bulungula Incubator

General support to an organization providing children with quality education, nutrition, health, and basic services throughout the rural Xhora Mouth area, Eastern Cape

HI HOPES

General support to an organization providing early intervention services and support to hearing impaired infants and their families in Gauteng, KwaZulu Natal, and the Western Cape, South Africa

Lesedi Educare Association

General support to an organization providing children with access to quality early childhood development in rural and urban communities in the Free State and Eastern Cape, South Africa

Malamulele Onward

General support to an organization providing comprehensive rehabilitation therapy to children with cerebral palsy who live in underserved, rural areas of South Africa and Lesotho

The Pebbles Project Trust

General support to an organization providing a continuum of care, from ECD to after-school clubs, to children living on farms in the Western Cape, South Africa

Tholulwazi Uzivikele

General support to an organization providing integrated care, focused on early childhood and youth development, to vulnerable children and youth in the uMhlabuyalingana area, KwaZulu Natal, South Africa

Woza Moya Community Development Project

General support to an organization providing quality home-based care and essential support to orphaned and vulnerable children and their families in rural Ufafa Valley

SWAZILAND

Cabrini Ministries

General support to an organization providing comprehensive, integrated health care, education, and psychosocial support services to children and their families in Lubombo District, Swaziland

Ekululameni (St. Joseph's) Mission

General support to an organization providing disabled, orphaned, and vulnerable children attending the primary and high school at St. Joseph's Mission Swaziland, with adequate boarding facilities and care

Moya Trust

General support to an organization providing holistic

care to orphaned and vulnerable children in the rural communities of the Lombambo Lomdzala area, Swaziland

Vusumnotfo

General support to an organization working with communities to improve the developmental outcomes of children in the Ngonini region, rural Swaziland

TANZANIA

Sisters of the Holy Union

Project support for a specialized day care center for disabled children, and a program aimed at assisting very vulnerable children to re-access education in Dar es Salaam, Tanzania

ZIMBABWE

Chiedza Child Care Centre

General support to an organization providing a broad spectrum of educational, health, and financial

assistance to vulnerable children (ages 3-18), and their caregivers, in Harare, Zimbabwe

Chiedza Community Welfare Trust

General support to an organization providing educational, healthcare, and psychosocial services to children in a rural disadvantaged community in Manicaland, Zimbabwe

Child Protection Society

General support to an organization providing essential health, education, and protection services to children in high density suburbs of Harare, Zimbabwe

Heather Chimhoga Orphan Care

General support to an organization providing education, nutrition and medical provisions to orphans and vulnerable children in Murewa District, Zimbabwe

Kidzcan, Children's Cancer Relief

General support to an organization providing medical and psychosocial care to children living with cancer and blood disorders in Zimbabwe

Nhaka Foundation

General support to an organization increasing access to early childhood education and providing nutritional support to rural children in Mashonaland East, Zimbabwe

NZEVE Deaf Children's Centre

General support to a community-based organization providing a holistic education and psychosocial intervention for deaf children and their families in Manicaland, Zimbabwe

Rozaria Memorial Trust

General support to an organization providing educational and nutritional support to children affected by HIV/AIDS, whilst empowering the community to reduce the spread of HIV and promote positive living in Murewa District, Zimbabwe



PEBBLES PROJECT TRUST, SOUTH AFRICA



2013 - 2014 ELMA Special Opportunities Investments

This list is comprised of special opportunities investments with start dates that fall between 1 January 2013 and 31 December 2014.

CHILD'S RIGHTS

SOUTH AFRICA
University of Cape Town
(Children's Institute)
General support for a premier research, advocacy, and policy development institute, whose work increases the evidence base for child-centered policies and interventions, focusing political attention and action on child rights

REGRANTING

AFRICA
American Jewish World Service
Renewal project support for re-granting to assist community-based organizations that serve children and youth in Uganda, Zimbabwe, and Kenya

ETHIOPIA
Jerusalem Children and Community Development Organization
Project support for re-granting to community-based organizations that serve children and youth

KENYA
Kenya Community Development Foundation
Project support re-granting to community-based organizations that serve children and youth

OTHER SPECIAL OPPORTUNITIES

SOUTH AFRICA
ACFS Community Education and Feeding Scheme
General support for a long-standing South African organization that provides mass feeding, health, and nutrition support to children living in Soweto and the East Rand



The ELMA Relief Foundation

The ELMA Relief Foundation supports relief efforts for populations affected by both natural and man-made disasters.

ELMA Relief investments fall into three clusters:

- ☀️ Response – meeting the urgent needs of affected communities in a timely manner immediately following disaster onset
- ☀️ Recovery – rebuilding lives and communities following a disaster
- ☀️ Risk Reduction – alleviating the suffering of underserved low-income communities affected by cyclical and predictable disasters

While The ELMA Relief Foundation may invest anywhere in the world, special consideration is given to opportunities where The ELMA Foundation's investments in improving the lives of children in Africa may be leveraged.



CASE STUDY

Supporting Médecins Sans Frontières' Rapid Response to Complex Emergencies

Médecins Sans Frontières (MSF) has been a trusted partner of The ELMA Relief Foundation since 2008 due to its high-quality emergency responses, its willingness to rapidly respond to some of the most complex and hard-to-reach humanitarian crises, and its global advocacy on behalf of the world's vulnerable populations.

For the first five years of ELMA's relationship with MSF, ELMA responded to proposals from MSF on an emergency-by-emergency basis. While ELMA's response was more rapid than most other relief funders, it was not often rapid enough to address the urgent needs of the growing numbers of people affected by natural and man-made emergencies.



LEFT PAGE: ALIMA, BURKINA FASO; RIGHT PAGE: NAHUEL ARENAS, OXFAM, ETHIOPIA

Supporting MSF's Rapid Response to Complex Emergencies



Therefore, in 2013 The ELMA Relief Foundation provided MSF with a flexible fund, which MSF could manage and draw from to quickly allocate ELMA resources to emergency responses that may not yet have, or ever have, a massive donations appeal.

MSF is able to immediately draw down on this fund upon receiving simple and quick confirmation from ELMA Relief staff, allowing for timely deployment of MSF's human and other emergency response resources. Based on MSF's successful utilization of this fund in 2013, The ELMA Relief Foundation replenished it in 2014.

Over the past two years this drawdown mechanism has given MSF the critical flexibility to make rapid decisions and deployments to respond to emergencies as they arise, with a focus on under-reported emergencies that do not benefit from large-scale awareness and donation campaigns.

To date, MSF has used the drawdown fund for responses including:

- ☀ Providing high quality medical services and disease prevention support to **70,000 Malian refugees and 42,000 Mauritanian residents in Mauritania**
- ☀ Supporting six supplementary integrated health centers to administer seasonal Malaria Chemo-Prophylaxis to **7,400 Nigerien children**, distribute anti-malaria bed nets, and enable a district hospital to treat severely malnourished children
- ☀ Responding to the medical needs of **400,000 internally displaced persons** in the Central African Republic capital of Bangui

Due to the magnitude of the Ebola outbreak in Liberia, Guinea, and Sierra Leone in West Africa in 2014, The ELMA Relief Foundation supplemented the drawdown fund with an additional grant targeted at the Ebola crisis.



2013 - 2014 ELMA Relief Investments

This list is comprised of Relief investments with start dates that fall between 1 January 2013 and 31 December 2014.

RECOVERY

HAITI

St. Damien Pediatric Hospital

Matching grant to be used to match, on a 50% basis, certain contributions received in 2013 and 2014 for the premier children's hospital in Haiti

MOZAMBIQUE

General Assistance, Inc., AKA Daughters of Charity International Project Services (IPS)

Project support for rehabilitation of medical facilities in flood-affected communities

Save the Children Federation, Inc.

Project support for education rehabilitation in flood-affected communities

RESPONSE

GLOBAL

Alliance for International Medical Action (ALIMA)

No-interest, no-fee, draw-down credit facility to provide ALIMA working capital during predictable cash shortfalls related to delays in disbursement from committed donors

Médecins Sans Frontières UK

Project support to be used to pay expenses incurred by MSF to provide emergency aid to disaster-affected populations

BURKINA FASO

Alliance for International Medical Action (ALIMA)

Project support for reducing mortality and morbidity due to malaria in children under five years of age during malaria season

ETHIOPIA

Catholic Relief Services - United States Conference of Catholic Bishops

Project support for construction of emergency education facilities for South Sudanese refugee children in the Gambella region of Ethiopia



Oxfam America, Inc.

Project support for a rapid response subgrant mechanism to improve the speed, quality, and effectiveness of emergency responses in Ethiopia

Save the Children Federation, Inc.

Project support for early child care services for South Sudanese refugees in the Gambella region of Ethiopia

NAMIBIA

Church Alliance for Orphans (CAFO)

Project support for feeding programs to improve nutrition of orphans and vulnerable children affected by drought, operated by Namibian community based organizations

NIGER

Alliance for International Medical Action (ALIMA)

Project support for reducing mortality and morbidity due to malaria in children under five years of age during malaria season

NIGERIA

Stichting Oxfam Novib

Project support to respond to large-scale flooding emergency

UGANDA

Concern Worldwide

Project support for a surge response model to improve malnutrition case finding and management for children affected by the hunger season in Karamoja, Uganda

RISK REDUCTION

ETHIOPIA

Oxfam America, Inc.

Project support to scale an integrated risk management program designed to build resilience and improve household food security and incomes for farmers in the Amhara and Oromiya regions of Ethiopia as part of the larger R4 Rural Resilience Initiative

LEFT PAGE: ALIMA; DEMOCRATIC REPUBLIC OF THE CONGO; RIGHT PAGE: NAHUEL ARENAS, OXFAM, ETHIOPIA



The ELMA Vaccines & Immunization Foundation

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

The ELMA Vaccines & Immunization Investments are currently focused on:

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



CASE STUDY

Expanding Oral Cholera Vaccine Coverage

More than 50,000 children die each year as a result of cholera, a water and foodborne disease that has been responsible for seven pandemics in the last two centuries.

While cholera prevention and treatment are simple and inexpensive, vulnerable populations and particularly children continue to be affected disproportionately by economic, social, and logistical barriers to timely and appropriate prevention and care. Given the longer-term investments needed to create the infrastructure for clean water and better sanitation, the oral cholera vaccine is a cost-effective method for preventing and controlling cholera outbreaks, particularly when introduced alongside other cholera and treatment efforts.

ELMA's investment in expanding coverage of the oral cholera vaccine began with support from 2011-2013 for a joint effort between Partners in Health, le Ministère de la Santé Publique et de la Population (The Ministry of Public Health and Population), and the Haitian medical organization Centres GHESKIO to integrate oral cholera vaccinations into ongoing cholera control efforts to reduce morbidity and mortality in Haiti.



JON LASCHER, PARTNERS IN HEALTH, HAITI

Expanding Oral Cholera Vaccine Coverage



This pilot tested the feasibility and efficacy of administering the oral cholera vaccine, and resulted in:

- ☀ The vaccination of approximately 100,000 Haitians
- ☀ A planned national campaign to vaccinate an additional 600,000 Haitians against cholera over time
- ☀ Evidence to prove that vaccine campaigns are an effective response to cholera outbreaks

This program contributed to a global evidence base that demonstrated the operational feasibility and effectiveness of integrating oral cholera vaccine into cholera response campaigns.

These results contributed to a second cholera vaccine investment made by The ELMA Vaccines and Immunization Foundation in 2013. ELMA invested alongside the Bill & Melinda Gates Foundation, USAID, the European Commission's Humanitarian Aid and Civil Protection Department, and the Margaret A. Cargill Foundation to seed the creation of **the first global stockpile of two million oral cholera vaccine doses**. The stockpile allows for rapid distribution of the cholera vaccine during the early stages of an outbreak, thereby contributing to effective disease control and prevention of widespread illness and mortality.

An International Coordinating Group composed of the International Federation of Red Cross and Red Crescent Societies, Médecins Sans Frontières, UNICEF, and WHO manage the stockpile's storage, financing, and global deployments. Functioning as a revolving fund from which countries with a cholera outbreak and an integrated response plan for prevention and control apply for timely vaccine disbursements and later replenish, the stockpile is an innovative, cost reducing, and self-sustaining financing mechanism to intervene before an outbreak becomes an epidemic. As a result, the global health community has shifted from a reactive and often inefficient emergency response to targeted and rapid disease control, **impacting over a million lives from Haiti to Ethiopia**.

JON LASCHER, PARTNERS IN HEALTH, HAITI

Based on the success of the initial stockpile seeded by ELMA and other funders:

- In November 2013, the Global Alliance for Vaccines and Immunizations voted to support the stockpile from 2014-2018 alongside other donors, allocating USD114.5 million to purchase and transport vaccines to expand the number of doses available globally from 2 to 20 million per year.
- As of the end of 2014, the global stockpile has released a total of 1.48 million oral cholera vaccines to South Sudan, Ethiopia, Nepal, the Democratic Republic of the Congo, Guinea Conakry, and Haiti.



2013 - 2014 ELMA Vaccines and Immunization Investments

This list is comprised of Vaccines and Immunization investments with start dates that fall between 1 January 2013 and 31 December 2014.

VACCINES IN COMPLEX EMERGENCIES

GLOBAL
World Health Organization
Project support for launching an oral cholera vaccine global stockpile

VACCINE SUPPLY CHAIN SOLUTIONS

GLOBAL
The GAVI Alliance
Project support for a pilot program to provide rapid, targeted support to fix bottlenecks in end-to-end vaccine supply chains through a Supply Chain Fund

VACCINE SYSTEM STRENGTHENING

ZIMBABWE
JSI Research and Training Institute, Inc
Project support to expand cold chain capacity, improve cold chain integrity, improve immunization coverage, and support introduction of rotavirus vaccination in two rural and underserved Zimbabwean provinces (Matebeleland North and South)

SIQBHAN CROWLEY, CHAI, ETHIOPIA

ZAMBIA
Centre for Infectious Disease Research in Zambia
Project support for capital purchases and training to expand national cold chain capacity to increase access to new and underused lifesaving vaccines



The ELMA Music Foundation

The ELMA Music Foundation supports organizations in the United States of America and South Africa, which do one or more of the following:

- ☀ Provide financial assistance to musicians and musical performers subject to personal hardship
- ☀ Provide financial assistance to established programs that seek to identify, educate, and assist the problem of substance abuse and addiction in the music industry
- ☀ Focus attention and resources of the music industry and society in general on issues that negatively impact the health and welfare of musicians and musical performers
- ☀ Support opportunities for underprivileged children and youth to study and create music



CASE STUDY

MusiCares

MusiCares provides a safety net for music makers in times of need, offering financial, medical, emergency, and addiction recovery assistance with integrity and confidentiality.

In the last twenty five years, MusiCares has provided over USD37 million in emergency assistance funding to members of the music community. In 2014 MusiCares served its largest number of musicians to date, providing more than USD3.6 million in aid to over 3,700 clients.

In support of MusiCares' 20th anniversary fundraising campaign, in 2009, The ELMA Music Foundation committed to match up to USD5 million in donations raised from music business executives and entrepreneurs.

To be eligible for this match, a music business executive needed to commit by 31 December 2011 to contribute a minimum of USD100,000 to MusiCares by 31 December 2016. The ELMA Music Foundation matching grant was designed to support MusiCares in its ongoing efforts to motivate and incentivize music executives to "give back" to the musical and artistic communities upon which they built their careers.

This matching grant mechanism has been a resounding success. By the end of 2011, 29 music industry executives and entrepreneurs had committed the target USD5 million, and as of the end of 2014, USD4.5 million has been contributed to MusiCares and matched by The ELMA Music Foundation, leading to USD9 million in additional funding to support members of the music community in need of assistance. MusiCares is on track to receive the remainder of the match by the 31 December 2016 deadline, leading to an additional USD1 million for their important work.





2013 - 2014 ELMA Music Investments

This list is comprised of ELMA Music investments with start dates that fall between 1 January 2013 and 31 December 2014.

AFTER-SCHOOL MUSIC PROGRAMS

UNITED STATES

Mama Foundation for the Arts, Inc.
Project support for the Gospel for Teens (GFT) 24 week after school music program, which provides free intensive training and performance opportunities in gospel music for 350 mostly low income teenagers in Harlem

MUSIC AND YOUTH DEVELOPMENT

SOUTH AFRICA

The Field Band Foundation
Project support for the Field Band Academy (FBA), which trains disadvantaged youth in music, administration, and life skills, and prepares many of them to be band coordinators for the Field Band Foundation

MUSIC SPECIAL OPPORTUNITIES

UNITED STATES

Harlem Children's Zone, Inc.
Project 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.

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

SOUTH AFRICA

The National School of the Arts Foundation Trust
Project support for the 12th Annual Festival of Fame Event



ALEXANDRA BUERKLE, ONE ACRE FUND, ETHIOPIA

The ELMA Growth Foundation

Beginning its work in 2013, The ELMA Growth Foundation invests exclusively in Africa in:

- ☀ The economic and/or social development or advancement of low-income individuals, families, and communities
- ☀ The growth or expansion of initiatives that seek to achieve the relief of poverty and/or the effects of poverty on individuals, families, and communities



CASE STUDY

Shining Hope for Communities

The ELMA Growth Foundation's primary purpose is to provide growth capital to well-managed African social enterprises with scalable models for improving the lives of low-income families and communities.

The ELMA Growth Foundation began its investing in 2013. One of its first investments is in Shining Hope for Communities (SHOFCO), a youth-run community development movement founded and led by social entrepreneurs Kennedy and Jessica Posner Odede.





SHOFCO takes a gendered approach to urban poverty alleviation by placing tuition-free world-class girls primary schools at the center of a suite of comprehensive basic services including essential healthcare, clean water, sanitation facilities, youth engagement, and economic empowerment services for the broader community.

Kennedy founded SHOFCO in 2004 in his community, Kibera, one of Africa's largest informal urban settlements. With ELMA's and other funders' growth capital, SHOFCO is now expanding to other urban slum communities in Kenya through the mentorship of youth leaders interested in replicating the SHOFCO model. For example, the Mathare School for Girls was launched in 2014 and additional programs will roll out over the coming years.

Key achievements to date:

- ☀ SHOFCO's comprehensive programs and services reach approximately 52,000 people in Kibera and neighboring slum Mathare, and employ 194 staff, mostly from Kibera.
- ☀ 100% of SHOFCO's Kibera School for Girls' 2nd graders can read a 2nd grade level English paragraph, compared to only 28.5% of 2nd graders nationwide in Kenya.
- ☀ After two years of membership in SHOFCO, parents demonstrate lower unemployment rates, have more stable employment, and have on average 14% higher income than before they joined SHOFCO.
- ☀ SHOFCO's pioneering model of community ownership and empowerment has been recognized by the Clinton Global Initiative, the African Leadership Network, and Nicholas Kristof and Sheryl WuDunn in their book and documentary *A Path Appears*.
- ☀ The global spotlight on SHOFCO has begun to draw the Kenyan government's attention to Kibera's residents, a critical step in securing basic social services for the informal settlements that make up 60% of Nairobi's population yet are not officially recognized as existing by government officials.



2013 - 2014 ELMA Growth Investments

This list is comprised of The ELMA Growth Foundation investments with start dates that fall between 1 January 2013 and 31 December 2014.

AFRICAN SOCIAL ENTREPRENEURSHIP

AFRICA African Leadership Network Foundation

Project support to create an award for African Social Entrepreneurship as part of the annual Africa Awards for Entrepreneurship

EAST AFRICA
Living Goods (Kenya and Uganda)
General support for a partially sustainable social enterprise focused on community-based distribution of health products to low-income households

**One Acre Fund
(Burundi, Kenya, Rwanda, Tanzania)**
General support for a partially sustainable social enterprise that improves livelihoods of subsistence farming families in Africa by offering

comprehensive agricultural training, supplies and financing to farmers

BURUNDI Village Health Works

General support for a growing social enterprise focused on improving health, education, and nutrition

KENYA
Shining Hope for Communities, Inc.
General support to a growing community-based social enterprise focused on providing essential healthcare, girls' education, and water and sanitation to slum communities in Kibera and Mathare

GROWTH SPECIAL OPPORTUNITIES

AFRICA
African Leadership Academy (ALA)
Project support for the Africa Careers Network (ACN) to place and support ALA alumni, who are currently in university, in internships at ELMA grantee organizations

**World Affairs Council of
Northern California**
Project support for the establishment and ongoing operations of the Africa Philanthropy Forum and related activities to build a network of engaged individual philanthropists in Africa



2013 - 2014 The ELMA South Africa Foundation Investments

The ELMA South Africa Foundation funds select causes in South Africa that may not directly relate to children. This list is comprised of ELMA South Africa Foundation investments with start dates that fall between 1 January 2013 and 31 December 2014.

SOUTH AFRICA

Forum of University Nursing
Deans of South Africa
Project support to build
organizational capacity in a key
nursing education institution in the
Southern Africa region

FUNDISA, SOUTH AFRICA



A Note from the Chief Executive Officer of The ELMA Philanthropies Services (U.S.) Inc.

Thomas McPartland

Chief Executive Officer,
The ELMA Philanthropies Services



The ELMA Philanthropies team last provided an update of our accomplishments in our 2012 Activities Report. In the intervening period, we have continued to build a passionate, dedicated, and respected global team of professionals with a diverse set of complementary skills.

To build the best team possible, in 2014 we reaffirmed ELMA's core values and key strategic assumptions, bringing together our entire global organization for several days of structured self-reflection and prioritization of actionable next steps to achieve our social impact goals. ELMA prides itself on having a bias to action and the ability to engage in a broad spectrum of transaction and financial methodologies.

When evaluating whether an investment makes sense from an ELMA perspective in terms of the objectives sought, we always ask ourselves if the transaction is structured in the most appropriate, efficient, and effective model, and whether a clear answer can be provided to the question of "Why ELMA, Why Now?". As a private funder, ELMA must choose its investments carefully, striving to achieve the greatest transformative impact possible. Governments, the private sector, and civil society all have a vital role to play if sustainable results are to be achieved.

Given the challenging circumstances in which ELMA operates, and the complexity of the problems we seek to address, we have learned that an investment in our people, and the skills they develop over time, is the essential building block toward being able to make a meaningful contribution in achieving the objectives of The ELMA Group of Foundations. It is a privilege and daily inspiration to be charged with the responsibility of leading such a dedicated and collaborative team as we continue to expand our network of implementing and co-funding partnerships in the months and years to come.



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

Bernadette Moffat

Executive Director,
The ELMA Philanthropies
Services (Africa) (Pty) Ltd.



The ELMA Philanthropies Southern Africa office continues to enjoy the challenge of advancing children’s health and education in Southern Africa, and the excitement of partnering with other like-minded funders. As always, we stay inspired and motivated by the hope we get from the children we support.

In 2013 and 2014, our team evolved to keep pace with the demands of our work. We’ve added a small office in Johannesburg, expanded our engagement with the University of Malawi, College of Medicine and Kamuzu College of Nursing, and sharpened our focus in South Africa and other Southern African countries across key areas of interest. In the field of Early Childhood Development, we continue to collaborate with other funders and implementing partners to improve South African children’s access to early childhood development services, as exemplified in the Ilifa Labantwana initiative highlighted in this report. Throughout the region, we have intensified our efforts to finish the business of preventing and treating pediatric HIV by working with public and private sector leaders to identify organizations and programs working at national scale that could benefit from ELMA’s investment.

The ELMA Community Grants Program has afforded us an invaluable opportunity for our program teams to work together to extend grant-making and capacity building to community-based organizations serving the humanitarian needs of children in communities that are not always reached by large-scale non-governmental organizations, government, or the market.

These have been exciting times - challenging yet filled with hope and expectancy. We look forward to continuing to grow as we fulfill our mission.

A Note from the Executive Director of The ELMA Philanthropies Services (East Africa) Limited

Dr. Pat Naidoo

Executive Director, East Africa
The ELMA Philanthropies Services
(East Africa) Ltd.



In 2013, ELMA Philanthropies East Africa relocated its offices from Dar Es Salaam, Tanzania to Kampala, Uganda.

With a new and expanded team on board, the ELMA East Africa office continued to deepen the size and scope of the investment portfolio of The ELMA Group of Foundations in the region. Over the course of 2013-2014, ELMA's investments throughout the region were directed mainly at larger institutions focused on enhancing capacity and improving the quality of services in both education and health in Ethiopia, Kenya, Uganda, Rwanda, and Tanzania. Towards the end of 2014, the footprint of The ELMA Community Grants Program was expanded to include organizations in East Africa. This avails an exciting opportunity for community-based grassroots organizations in the region to also be eligible for ELMA Foundation support.

Moving forward, the East Africa Team will continue to forge partnerships with local institutions and agencies, in an effort to better understand and target priority needs in the region. In education, the team will seek to develop investments aimed at scaling up efforts to enhance the capacity of teachers so that they can better cater to the needs of their students. In the health sector, concerted efforts will be made to learn from and work with implementers to afford mothers better access to quality services, which provide for safe and dignified delivery and where newborn babies have better chances of survival. Building on the experience of our sister offices in South Africa, the East Africa team will also embark on trans-disciplinary engagements to enhance early childhood development in the region.

Children are an integral part of building harmonious societies of the future. Without investing in children we all have no future. The team is optimistic that ELMA support will galvanize community, national, and regional efforts further to make a lasting impact on the lives of mothers and children in East Africa.

Our Values

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



LEFT PAGE: NICK EDWARDS, MOTHERS2MOTHERS, LESOTHO; RIGHT PAGE: LISA MCCANDLESS, LIVING GOODS, UGANDA; PETER MORRISON, ONE ACRE FUND, KENYA



Report Design & Production

The ELMA Philanthropies

Alexandra Buerkle
Robyn Calder
Courteney Cuomo
Sidney McAbee

Something Digital

58 West 40th Street, 7th Floor
New York, NY 10018
646.561.6600 | somethingdigital.com