

Five-year strategy 2017-2021

DG
MT

2017

Annual Report

The legacy of Douglas and Eleanor Murray

Invest in South Africa's potential



Five-year strategy: 2017-2021

DGMT is a public innovator committed to developing South Africa's potential through strategic investment.

We see our role as:

- > **commissioning projects that can seize opportunities for success;**
- > **communicating those opportunities in ways that inspire leadership and action; and**
- > **connecting people of like and unlike mind, who are committed to the same goal.**

We aim to be a national node of innovation – informative, substantive, engaging, inspiring and transformative.



For a quick overview of DGMT's 2017-2021 strategy, watch our five-minute explainer video at www.dgmt.co.za

The butterfly effect



Annual reports tend to be self-congratulatory affairs. So let us cut ourselves down to size before we even begin. Last year, DGMT distributed the equivalent of just 0.02% of South Africa's public expenditure for 2017. That's tiny in comparison. If we were a species in the animal kingdom and government were a blue whale, we'd be no bigger than an insect! So, if all we have at our disposal is money, we might as well pack it in and go home – or at least claim as our *raison d'être* the story of the lucky starfish thrown back into the sea while thousands more shrivelled on the sand.

Fortunately, size isn't everything. Think of the power of microbes, for good or for ill; or the human eye, where the fovea – a tiny pit constituting one ten-thousandth of the retina – harnesses a full 10% of the processing power of the primary visual cortex to give the clearest vision of all. Think of institutional superstructures that tend to be poorly focused and lethargic, while radical social change often starts as a small movement driven by clear vision and energy. From this perspective, DGMT is quite comfortable owning up to its size – and even embracing an entomological identity as a largish bug!

We see DGMT as a light and nimble cross-pollinator, flying just off the ground, attracted by the vibrant blooms of ideas in action, and radiating our own colour. More butterfly than moth. However, these pro-

germination activities are not enough to bring about big change, which is our ultimate goal. We want to develop South Africa's potential.

Funders and foundations run the risk of flitting from one good idea to the next, stimulating innovation but not affecting the social and economic dynamics necessary for large-scale change. Enter the father of chaos theory and meteorologist, Eduardo Lorenz. He coined the phrase 'the butterfly effect', whereby small causes can have large effects. He argued that in complex dynamic systems, tiny methodical changes can sometimes have a big impact. He famously concluded that – at least in thought-experiment – the flap of a butterfly's wings in Brazil could set off a tornado in Texas.

So, how can we achieve the butterfly effect? How can a small player like DGMT have a real and substantial impact on the lives of all people in South Africa?

DGMT tries to propagate waves of change in three ways:

First, it seeks to generate large-scale social phenomena that inspire action. At the heart of any social movement are passionate people. A sense of identity, purpose, belonging and possibility in life; these are the levers for mobilising society – and they are embodied in people, not programmes. Hence, we support networks of Activators, Story-Sparkers, SmartStarters and FUNda Leaders, among others, to propel our initiatives for social change. Often, being part of an aspirational brand enhances their public appeal, which is why DGMT likes to pursue 'social franchising' as a way of driving demand.

Second, DGMT tries to unlock untapped value by finding and releasing pinch-points in the system. These pinch-points include the administrative sludge of government that chokes the prospects of children and young people, as well as commercial pricing that excludes the poor from opportunity. For example, mobile phones are an amazing platform for information, learning and connection. Yet, up until this year, the high cost of mobile data has excluded those who need this resource the most. We are delighted that two of the four mobile network operators have now committed to zero-rating the mobile services of all public benefit organisations that participate in a registry that DGMT will set up in 2018.

The third way that DGMT seeks to achieve the butterfly effect is through 'amplifier networks'. Our implementing partners – big and small – are themselves splashes of colour and energy that can flow together for greater effect. DGMT's funding partners are many, reflecting the conviction of a growing number of investors that concerted action is stronger and more durable. The corporate sector is also becoming more active – not just in setting aside funds for social investment, but in using their own

business processes to enhance the pivotal projects supported by DGMT.

DGMT's current approach is a stark departure from typical grant-making. No longer do we fund dozens of projects in isolation and plead plaintively for people to work together. Now, we try to weave them together in a bigger strategy.

This has led us to ask different questions about impact – less about whether a single project 'worked' in terms of numerical targets and more about whether it acted as a lever for social and economic change. Like our financial investment strategy, we're less concerned about the ups-and-downs of projects in the short term, and more interested in the power of compounding returns over time – when the effects of all DGMT's initiatives are superimposed upon each other.

This view leads us to question the increasingly dominant narrative of impact investment as seed capital to nurture a thousand ideas, chasing short-term social (and even financial) returns and embracing failure as evidence of sufficient risk-appetite. Sure, there must be room for great new ideas, but few of them will be outright failures or successes if they are woven into the system from the start. There is little place for binary thinking in a complex ecosystem. Most new ideas only become powerful once they are part of the larger dynamics of society and the economy – and that takes time.

The butterfly effect can sometimes achieve large-scale change. Sometimes, but not always. The desired outcome is always unpredictable, but is more likely if the butterfly wings keep flapping in a sustained and deliberative way. In the world of public policy, time frames are uncertain and it sometimes feels as if we are flailing haplessly against a closed window. Given the politics of South Africa, 2017 felt a lot like that; 2018 is looking brighter. We will keep flapping our wings, rhythmically and deliberately, until the windows of opportunity open up for children, young people and others who still sense little possibility in their lives.

REFERENCES:

Sam Kean (2014). *The Tale of the Dueling Neurosurgeons*. Little, Brown & Company, New York
Eduardo Lorenz (1972). *Does the Flap of a Butterfly's Wings in Brazil Set Off a Tornado in Texas?* Paper presented at the 139th Meeting of the American Association for the Advancement of Science, Cambridge MA (December 29, 1972)



A flourishing people, economy and society



FLIGHT PLAN FOR A FLYING NATION

Nurture an innovative and inclusive society

If inequality is to be reduced, efforts to build human capital must take place in the context of an inclusive and innovative society. Our strategy centres on three opportunities, the first of which is to support civil society to be the engine of public innovation. Innovation and inclusion often work in different directions though – enriching a few while the majority miss out. We need to bring them together by creating ‘unlikely networks’ across business, civil society and government – as well as across race and class; and by tackling those factors that choke innovation by excluding people because they cannot afford to participate, are physically disabled or are excluded for other reasons.



THE RUNWAY FOR LIFT-OFF: Our building process

Learn from partners working to create possibility for the most marginalised peoples.



Tackle the social and structural dynamics that undermine human outcomes.



INNOVATION

The dynamo of inclusive innovation

INCLUSION

- > New public financing streams for social welfare services
- > Unlock pinch-points in systems that perpetuate exclusion
- > Build new networks that pull in new players, and reposition old ones.

OVERVIEW



After playing a key role in establishing our hard-won democracy, civil society must once again step into a powerful leadership role as the creative, critical-thinking, empathic and effective engine that drives social innovation in the country. This will require a radical repositioning: away from non-profit organisations (NPOs) being seen as either a subservient service delivery arm for social welfare services, or an anti-government advocacy voice, towards being an equal third partner alongside government and business to reshape the social and structural dynamics of our society.

In 2017, we explored a number of ways to support civil society organisations to increase their effectiveness and impact, ranging from digital communications workshops and learning exchanges to individual grants that enable an organisation to try out new ways of working, learning, sharing and communicating. These organisational strengthening grants function differently from our programmatic investments in that they aim to release key organisational constraints that are hindering the innovativeness, effectiveness and impact of an NPO's work.

The administrative burden and inconsistency of funding faced by state-funded organisations delivering key social welfare services continue to obstruct the effectiveness and creativity of these organisations. Working with National Treasury and the Department of Social Development (DSD), we aim to: 1) reduce the administrative obstacles faced by NPOs that provide welfare services; 2) simplify financial reporting processes; and 3) provide greater funding certainty for the sector as a whole.

Similarly, the high cost of mobile data continues to diminish the value that civil society can add to the lives of South Africans. If online services and programmes delivered by public benefit organisations were free for all users on all networks, this would open up a world of information, opportunity and services to those who need it most. Having pursued this agenda for the last five years, we are confident of a breakthrough in 2018.

We know unlikely networks can stimulate positive change. Through our work with Uber to include services for people with physical disabilities; ongoing engagement with companies around the distribution of educational materials; and efforts to build mechanisms to add focus to corporate volunteering, we are beginning to see what is possible when the private sector use their core business processes to support the public good. At the same time, we continue to grow the impact and influence of the Activate! network of young South African leaders for social good – now over 2 500-members strong. 2017 saw the renewal of our partnership with KfW – the German Development Bank – to grow Activate! to more than 4 000 Activators by 2019.

Lastly, we need to combat fatalism and demoralisation in our society. To do this we need to tackle some of the most entrenched toxic dynamics of our society. In 2017 we started studying the impact of alcohol abuse in South Africa, which one estimate calculates as costing us around 10% of our GDP in direct and indirect harms. South Africans' binge-drinking contributes heavily to the burden of death and chronic disease, gender-based violence, and foetal alcohol syndrome – seriously undermining our potential as people and as a country.

2017 HIGHLIGHTS

1

DRIVE PUBLIC INNOVATION BY REIGNITING CIVIL SOCIETY

- + New application process for grantees is launched, introducing the new organisational strengthening grant in April, with 46 grants made by the end of 2017.
- + Digital communications workshops are hosted with 24 NPOs participating across the Western Cape and Gauteng.
- + Design and development takes place for DGMT's Fellowship for Organisational Innovation, to be launched in 2018.

2

RELEASE THE SYSTEMIC CHOKES ON INNOVATION THAT ARE PERPETUATED BY EXCLUSION

- + RAIN mobile network is willing to pilot an approach to zero-rate data costs for public benefit content online. Frustratingly, there is still no interest from the Department of Telecommunications.
- + UberASSIST launches in Cape Town and Johannesburg with 275 Uber drivers trained.

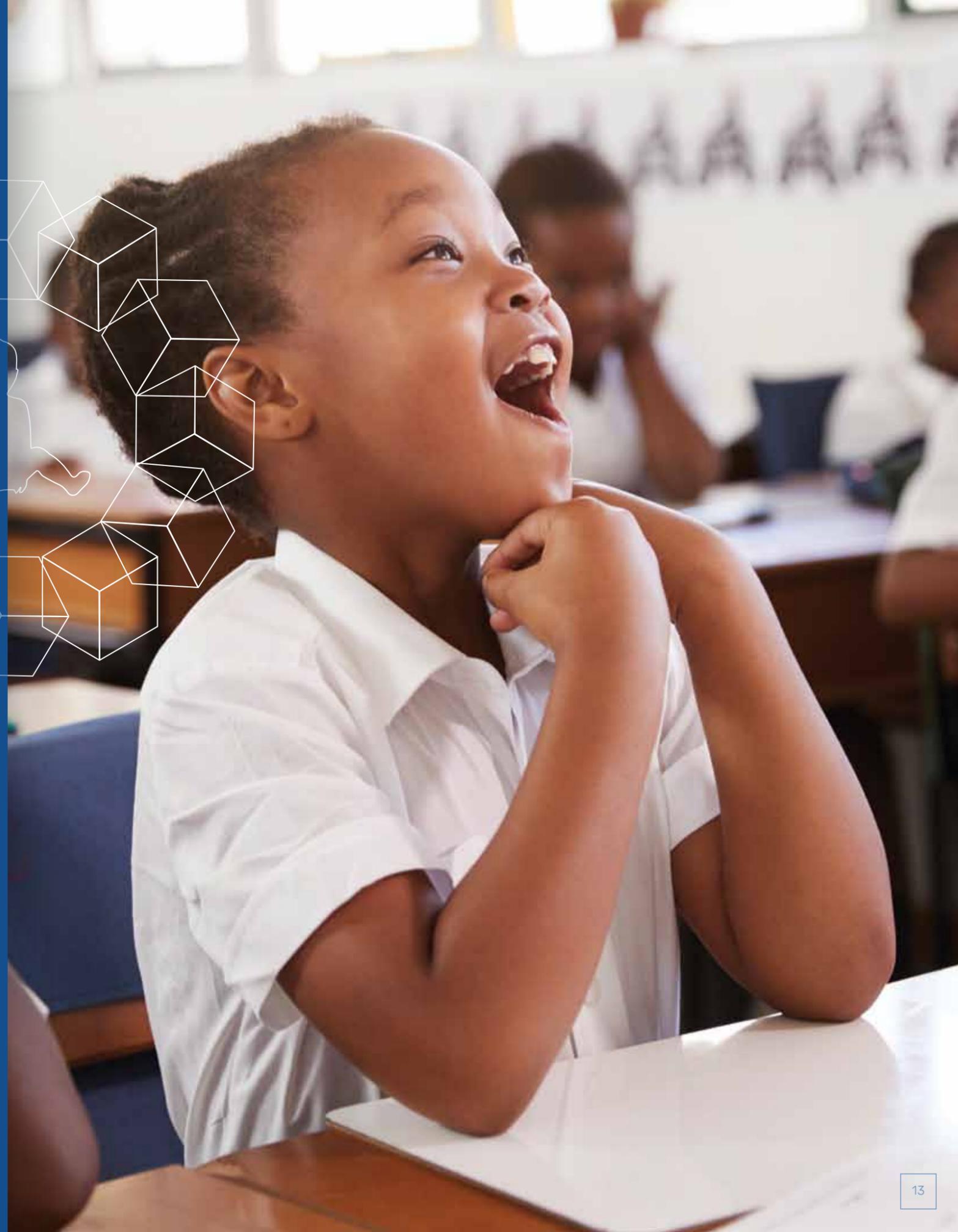
3

CREATE UNLIKELY NETWORKS TO STIMULATE POSITIVE CHANGE

- + Partnerships with Barrows and RCL Foods and engagement with First National Bank lead to gains for early childhood development initiatives, drawing on opportunities presented by the core business processes of these organisations.
- ACTIVATE!** *change drivers* Activate! grows to more than 2 500 Activators, half of whom run projects and campaigns, and over 80% supporting and engaging with other young people in their communities and professions.

Keep all children on track by Grade 4

The source of human capital is young children. There is potential for success in every child – even those from the poorest home circumstances. If children are still ‘on track’ by Grade 4 – if they are able to read and do basic Maths at the expected level – they will generally stay on track to Grade 9 and then successfully complete their schooling.



OPENING GATE ONE: The process

Build the evidence base for the impact of ECD to make the case for an 'essential package' of services.

Work with government to test and develop the systems for implementation at scale.

Create programmes to stimulate demand and deliver supply of key elements such as stunting, early learning and reading.

Leverage public financing for scale.

Leverage the private sector

Grounded innovation as the dynamo of change

OVERVIEW



2017 ended with the shocking news that 78% of South Africa's Grade 4s failed to meet the low achievement benchmark on the Progress in International Literacy Survey (PIRLS). But 2017 was also a year of great hope – we are beginning to see the real potential of galvanising a focused, collaborative, ambitious approach to ensuring that all children are on track by Grade 4.

ECD is rapidly being recognised across the board as an apex priority for South Africa, and there are exciting new frontiers and collaborations driving a step-change in action. We've seen new energy from government departments to ensure quality early childhood services are expanded through the Conditional Grant and Side-by-Side NDOH campaign. 2017 was also a year in which the private sector stepped forward to make unique contributions to achieving quality ECD: Barrows printed and delivered over 50 000 educational materials printed on the white space around their retail advertising; RCL Foods used their distribution networks to support SmartStart franchisors across the country; and FNB is exploring various ways in which its IT teams, distribution networks, and staff volunteers can contribute to unblocking key constraints on scaling early learning.

One of the most significant developments in 2017 was the launch of a new focus on nutritional stunting. Currently one in four children in South Africa are nutritionally stunted by the age of two – a key indicator of chronic malnourishment that has a significant effect on the development of children's brains in the crucial first 1 000 days of life. Drawing on evidence and experience from across the world, we have launched an effort to stop nutritional stunting within the next 10 years. This ambitious initiative could dramatically affect the trajectories of a significant proportion of our young children – and we are excited to see the emerging collaborations and concerted action to build a commitment to zero stunting.

We must also ramp up our focus on early language development and literacy to turn around the devastating reality of functional illiteracy among the majority of our children. Nal'ibali's growing footprint through its 4 000 FUNda Leaders, more than 2 000 reading clubs, and distribution of millions of copies of multilingual stories is an important national initiative that we must get behind as a country. PIRLS showed that getting books into homes; getting adults reading with children; and ensuring schools prioritise stories and reading are key ingredients for a literate nation. This is something we can collectively achieve – and must galvanise new support for over the medium term.

While there has been a huge amount of progress in government systems and financing for ECD, health and nutrition, and early language development, too often we undervalue the power of simple loving, connections. Of the four building blocks of early brain development – love, safety, stimulation and nutrition – love is the hardest to programmatically influence. In 2018 working to build circles of loving connections for children, and their primary caregivers, must be at the forefront of our agenda if we are to truly seize the benefits of early childhood as a people, economy and society.

2017 HIGHLIGHTS

4

GIVE EVERY CHILD THE BENEFIT OF EARLY CHILDHOOD DEVELOPMENT



SmartStart reaches over 20 000 children in playgroup social franchises across five provinces.



Ilifa Labantwana works with the Department of Social Development to support rolling out the R1.3-billion Conditional Grant to reach an additional 113 888 children, and upgrade the infrastructure of 1 993 centres. Ilifa also signs a Memorandum of Understanding (MoU) with the Department to design a Management Information System for early childhood. It works with the National Department of Health to develop a new set of tools for the First 1 000 Days of Life including redesigning the *Road to Health* booklet.



INNOVATION EDGE
Innovation Edge launches ELOM – the Early Learning Outcome Measure – the first locally validated, standardised and culturally fair tool to measure learning outcomes.



The second annual South African Early Childhood Review is launched with a strong focus on nutritional stunting.

5

STOP NUTRITIONAL STUNTING AMONG CHILDREN UNDER TWO YEARS

The Zero-Stunting Initiative is launched with support from a core partnership of donors. By 2023 the initiative aims to reach 300 000 new mothers a year with antenatal classes and to have mobilised 10 000 community healthworkers to improve growth monitoring practices. This will be implemented alongside a focus on weaning practices and a national data-driven stunting scorecard.

6

MAKE SURE EVERY CHILD IS READY TO READ BY THE TIME THEY GO TO SCHOOL



Nal'ibali launches the Story-Powered Schools programme in partnership with USAID and the Department of Basic Education, reaching over 60 000 children in targeted schools across the Eastern Cape and KwaZulu-Natal.



Nal'ibali mobilises South Africans to read to 719 627 children on World Read Aloud Day.



About 90 000 children are read to through the FUNda Leader network of reading champions.



Partnerships with Pick 'n Pay's *Fresh Living* and *Kook en Kuier* magazines extend the reach of Nal'ibali multilingual stories. Over 5 million newspaper supplements are delivered in 2017.

7

BUILD SIMPLE, LOVING CONNECTIONS FOR EVERY CHILD



Embrace refocuses as it launches into a new phase concentrating on building a 'movement for motherhood'.



Mother's Day Connect spreads to four provinces, reaching over 1 500 new mothers to support and celebrate them within public hospitals.



Embrace's second annual Kids @ the Centre event is held in the Cape Town Company's Gardens, with over 6 000 families from across the city participating in activities offered by over 20 NGO and government partners.

Enable all young people to get their first decent job

If young people get work experience within the first few years after school, they are likely to remain employed. If they don't, they are far more likely to be jobless for life – or at least to never get decent work. By age 25, half of our young people are neither in education, nor are they in employment or training of any kind.



OPENING GATE TWO: The process

Define and validate the elements of an agenda for young people to secure decent jobs.

Reimagine the delivery of public education to secure better outcomes for the poorest 40% of children.



Unlock the structural and social dynamics that constrain young people's lives.



Ensure that young people who have accessed opportunities – education, training or jobs – are able to complete and make the most of those opportunities to set a precedent for their lives.

OVERVIEW



The question of how we can create decent jobs and connect the roughly 6 million young people who are not in education, employment or training remains daunting. The challenge is so immense that we must be willing to break free of ideologies and systems that define the status quo if we are to have any hope of making a fundamental shift in the dynamics of our educational systems and economy.

Fundamental to shifting the youth unemployment crisis must be a concerted effort to radically change the outcomes of our education system. In 2017 we strengthened our support of a disruptive innovation: to create the space to separate out the important public mandate of financing public education from its delivery. Through the Public School Partnership (PSP), a donor coalition is working closely with the Western Cape government to put failing schools under new management. The 'Collaboration Schools' are beginning to show their potential to ensure that the poorest 40% of children have a chance at a great education. Our challenge moving forward will be drawing on the emerging lessons, and models, to aim for scale towards the end of the pilot phase in 2021.

While the PSP aims to shift particular schools onto a radically new trajectory, we have also sought to focus on the most vulnerable children in schools at a broader level: in 2017 we piloted a new approach to tackling school dropout. About 50% of children leave our schooling system without completing Matric, and without moving into alternative education or training options such as TVET colleges. Working with nine projects across the country, we supported a range of new ideas and programmes to tackle school dropout; we are excited to be consolidating this work into a national Zero Dropout Schools Initiative in 2018.

Significant social and structural barriers prevent many school-leavers from connecting to opportunity. Through its mobile platform, JobStarter seeks to tackle some of these barriers, such as the accessibility of useful and easy to navigate information and guidance to shape post-school decisions; lack of exposure to the work place; and the inability to signal their work readiness to potential employers. By the end of 2017, over 30 000 users were logging on to the JobStarter platform each month – most looking for learnership and apprenticeship opportunities. Sparking demand for these young people in the labour market must be a key area of focus in 2018.

After a long set-up process, 2017 also saw the launch of the Bumb'Ingomso initiative in partnership with the German Development Bank (KfW). Bumb'Ingomso's city-wide multi-faceted approach seeks to dramatically reduce new HIV infections in young women within Buffalo City by targeting the structural, individual and interpersonal factors that drive their vulnerability.

In 2018 we also hope to make firm progress with a newly conceptualised initiative called Youth Capital. The initiative will draw on the experience and insights of young people, synthesised with key data and research, to shape a new agenda to ensure all young people get their first decent job. South Africa needs an engine such as this to frame and direct our work towards ensuring all young people get their first decent job.

2017 HIGHLIGHTS

8 PLACE FAILING SCHOOLS 'UNDER NEW MANAGEMENT' SO THAT CHILDREN CAN SUCCEED



Seven schools participate in Collaboration Schools in 2017. ARK joins the initiative to bring focused support to teacher development. In one school, devastating findings of child outcome testing shows a 6-7 year lag in learning. A Memorandum of Understanding (MoU) is signed with the Eastern Cape Department of Education to launch partnership schools in a rural Eastern Cape community. Strong improvements in a number of schools, in some cases from a very low baseline, start to illustrate the potential of Collaboration Schools.

9 CREATE NEW CONNECTIONS TO OPPORTUNITY FOR YOUNG PEOPLE



Bumb'Ingomso moves into implementation phase, pulling together a range of partners to deliver key programme components in Buffalo City.



The full JobStarter site is launched, attracting over 30 000 monthly users by the end of 2017.



DreamWorker, REAP and Masibumbane join the Bumb'Ingomso Initiative to ensure that young people in TVET colleges and universities complete their educational programmes and are linked to work experience.

10 SUPPORT YOUNG PEOPLE TO KEEP THEIR GRIP ON OPPORTUNITY

An MoU is signed with the Department of Cooperative Governance (COGTA) to expand the Community Work Programme for early childhood development programmes to create meaningful work opportunities for young people in early learning activities.

DGMT partners with the Western Cape Department of Cultural Affairs and Sport to develop a psycho-social support toolkit for after-school practitioners working in schools across the province.

Nine implementing partners begin testing approaches to tackling school dropout in different contexts. In November, a focused strategy to tackle school dropout is launched.

More than 1 500 Community Work Programme participants are trained to work on early learning programmes reaching over 16 000 children.

Numbers

GRANT ALLOCATION

R136 555 083



Three percent (3%) of the total allocation was committed towards small grants. Ninety-nine percent (99%) of small grants are administrated under the Inclusive and Innovative Society portfolio.

APPLICATIONS RECEIVED*

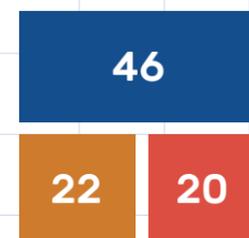
357



GRANTS MADE

>R25K
88

<R25K
388



Small grants are normally between R5 000 – R9 000 and typically goes towards operational expenses and other necessities for early learning centres.



* excludes requests for small grants

AVERAGE GRANT SIZE

R1 508 150

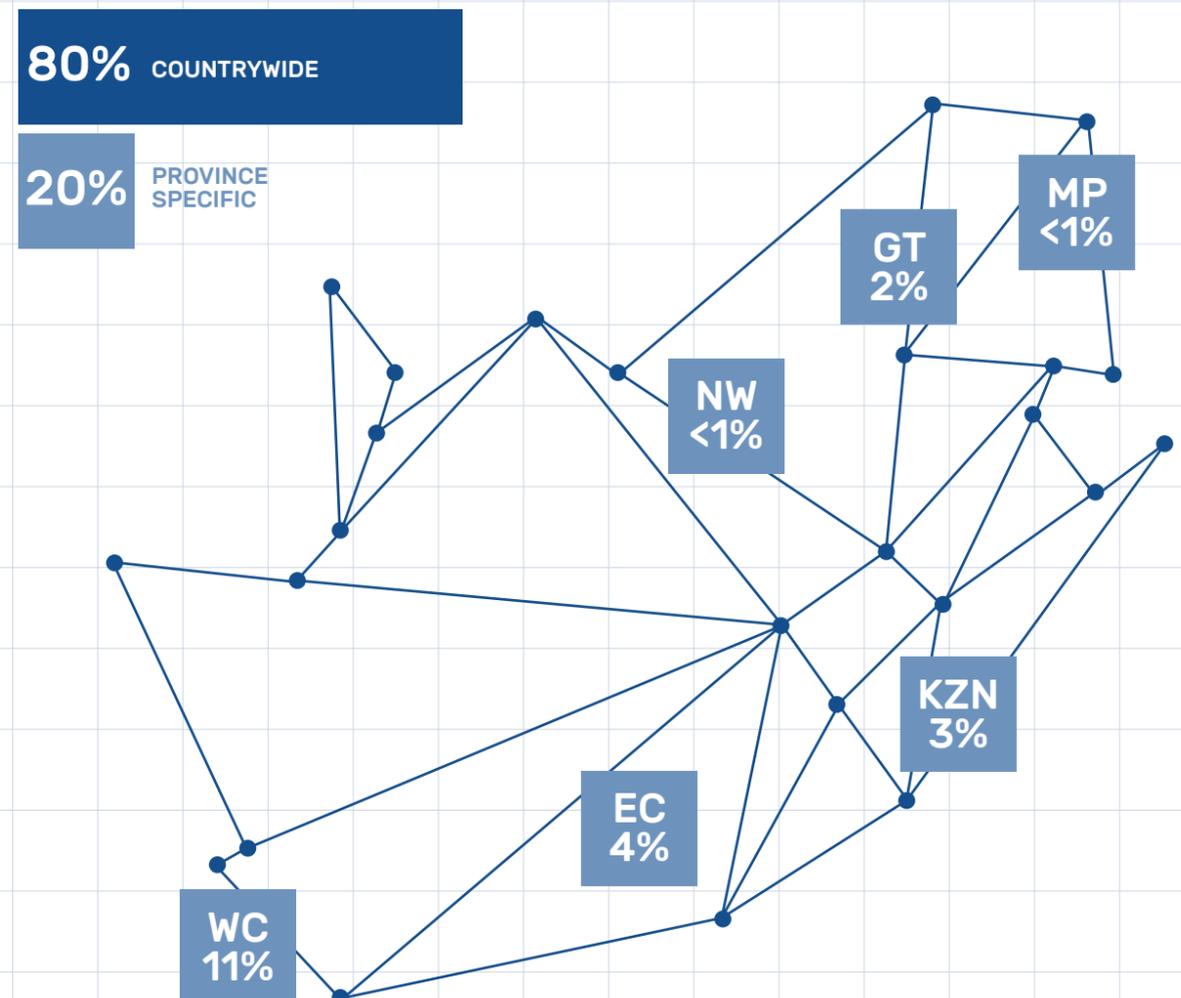
MEDIAN GRANT SIZE

R250 000

The average grant size is skewed by very large grants made to pivotal projects like Ilifa Labantwana, Activate! and Nal'ibali. Our median grant size has, however, remained stable over time between R250 000 and R300 000.

PROPORTIONAL INVESTMENT IN PROVINCES

The majority of our funding is invested in programmes with national reach, and in the Western Cape, Eastern Cape and Kwa-Zulu Natal.



Pivotal projects and partnerships



An early learning social franchise mobilising women to deliver quality early learning outcomes for children.
smartstart.org.za



A network of young leaders for public innovation.
activateleadership.co.za



A national reading-for-enjoyment campaign to spark children's potential through storytelling and reading.
nalibali.org



A movement for motherhood.
embrace.org.za



A funding partnership aimed at scaling up early childhood development in South Africa.
iifalabantwana.co.za



INNOVATION EDGE

Innovation Edge is a grant-making and investment fund focused on supporting unconventional ideas that seek to create positive early life experiences for children living in poverty.
innovationedge.org.za



An online platform with services, information and online training aimed at improving young people's ability to secure employment.
jobstarter.co.za



A collaborative approach to public school innovation bringing together government, funders, no-fee schools and non-profit organisations. It aims to bring additional expertise, resources, flexibility and accountability in school management into no-fee schools serving poorer communities in a bid to achieve greater equity in quality education in South Africa.
dgmt.co.za/psp/



A multi-faceted HIV prevention programme focused on young women 15-24 years of age in the Buffalo City Metro.
bumbingomso.co.za



Our Board

JOHN VOLMINK (*Chairperson*) has a PhD in Mathematics Education and has held various teaching and management positions at southern African and international universities. He is an education expert, having served as the Chairperson of the Umalusi Council for six years. He chairs or sits on the board of various local and international public benefit organisations involved in education, health and community upliftment.

AMEEN AMOD is a governance expert with a B-Comm degree and a financially-oriented MBA. He is also a Chartered Director. He is a member of the Institute of Internal Auditors as well as a member of the Institute of Directors. He is currently the Chairperson of the Department of Energy Audit Committee, the Department of Defence Audit Committee, and the Railway Safety Regulator Audit and Risk Committee. He is also a member of the Audit Committee for National Treasury and the Accounting Standards Board.

HUGO NELSON is a Chartered Financial Analyst and Medical Doctor with an MBA from Oxford University. He joined the Coronation group as an Equity Analyst in 1999 and went on to become CEO and Executive Director in a number of its companies. He is currently an independent non-executive director for Coronation Fund Managers. In addition, he is a founding partner of Fortitude Vincimus Capital Advisors (Pty) Ltd and a patron of the George Whitfield College.

MARIA MABETOA has a PhD in Social Science. She has spent most of her career working for the Department of Social Development as a Director, Chief Director and later Deputy Director General. During this period, she was responsible for the development and management of major policies, legislation and programmes for welfare services. While in the Department of Social Development she chaired several national intersectoral forums and committees related to social welfare services. She is currently the President of the South African Council for the Social Service Professions.

SHIRLEY MABUSELA has a BA Social Work degree and a Higher Diploma in Advanced Social Work Practice. She served as Deputy Director at the Johannesburg Child Welfare Society, as CEO at the Children's Foundation and as National CEO at the National Children's Rights Committee. She is a specialist in the area of children's rights and has served as Deputy Chairperson and Chairperson of the South African Human Rights Commission (SAHRC). She is currently a Council

member at the University of Venda, a Trustee of the Old Mutual SuperFund.

MARIANNE MACROBERT holds degrees in languages and international politics. She founded and directed a successful NGO (the Outreach Programme at St Mary's) that focused on whole school development and facilitating access for disadvantaged learners to high-quality educational opportunities. At the Nelson Mandela Children's Fund and at Tshikululu Social Investments she managed the disbursement of funds for social development, particularly in the areas of education and vulnerable children. She currently also sits on the board of the Charlotte Roberts Trust.

MURPHY MOROBE has a long career spanning the worlds of student activism, trade unionism, work in the non-governmental sector, politics, the public sector, conservation and the corporate sector. He has served on several boards during his career, including the Council for Higher Education, SA National Parks Board and Ernst & Young (SA). Until recently, Murphy was the CEO of Kagiso Media Ltd., a position he held for seven years. He is the current Executive Chairman of the Programme to Improve Learning Outcomes (PILO), which addresses the systemic problem of curriculum coverage in various schools.

DIANE RADLEY is a CA (SA) with an MBA from Wits Business School and an AMP from Harvard. She was a Partner at PricewaterhouseCoopers where she led the Transaction Services Group advising on local and international listings and corporate transactions. In 2001 she joined Allied Electronics Corporation Ltd. as their Chief Financial Officer and served as a non-executive director at Altech, BTG, Omnia and WIPhold. In 2010, after a three-year term as Old Mutual South Africa's Group Finance Director, she took over the reins at Old Mutual Investment Group as CEO until the end of 2016.

MVUYO TOM holds a MB ChB degree, a Master of Family Medicine, and a Master of Science in Public Policy and Management. In 2016, Mvuyo retired as the Vice-Chancellor of the University of Fort Hare (UFH). He currently serves in the Albertina Sisulu Executive Leadership Programme in Health at the Faculty of Health Sciences at UFH. He is the Deputy Chairperson of the board of Tekano: Health Equity in South Africa, and Chairperson of Masibumbane Development Organisation. He is the chairperson of the HSRC Board.

DG
MT



The legacy of Douglas and Eleanor Murray

DGMT is a South African foundation built on endowments from Douglas and Eleanor Murray to promote charitable, educational, philanthropic and artistic purposes within South Africa. Douglas Murray was the son of, and successor to, John Murray, the founder of the Cape-based construction company, Murray and Stewart, which was established in 1902. This company merged in 1967 with Roberts Construction to become Murray & Roberts, with the parent Trusts as the main shareholders. In 1979, the Trusts combined to form the DG Murray Trust as the main shareholder before the company was publicly listed. Subsequently, the Trust relinquished its ownership to a major finance house. Eleanor Murray remained actively engaged in the work of the Trust until her death in 1993.

The Foundation is now the holder of a portfolio of widely diversified assets, which reduces the risks in funding the achievement of its strategic objectives. DGMT currently distributes about R150-million per year and leverages and manages a similar amount of funding through joint ventures with other investors.

DGMT's ultimate goal is to create an ethical and enabling environment where human needs and aspirations are met; where every person is given the opportunity to fulfil his or her potential, for both personal benefit and for that of the wider community. By investing in South Africa's potential we aim to:

- > Create opportunity for personal growth and development that will encourage people to achieve their potential.
- > Help reduce the gradients that people face in trying to seize those opportunities.
- > Affirm the value and dignity of those who feel most marginalised and devalued by society.

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