

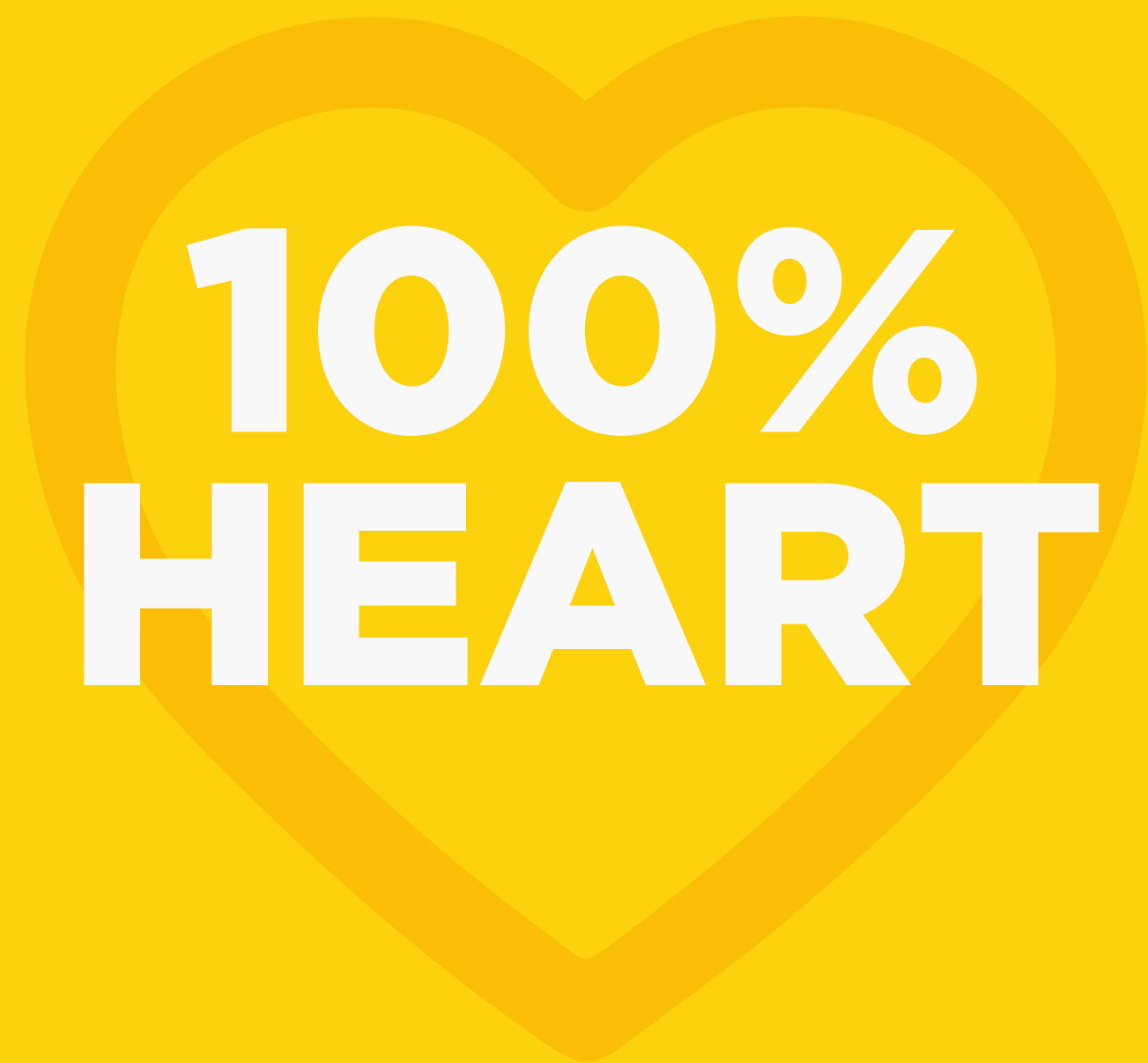



DO MORE
FOUNDATION

5
YEAR
JOURNEY

A LOOK BACK TO REFLECT AND INSPIRE





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HERE’S A FEW HELPFUL ABBREVIATIONS:

CSI CORPORATE SOCIAL INVESTMENT	DMF DO MORE FOUNDATION	ECD EARLY CHILDHOOD DEVELOPMENT	ELPT EAT LOVE PLAY TALK
IT INFORMATION TECHNOLOGY	KZN KWAZULU-NATAL	LNYYCB LEAVE NO YOUNG CHILD BEHIND	MD MANAGING DIRECTOR
MOU MEMORANDUM OF UNDERSTANDING	NECDA NATIONAL EARLY CHILD- HOOD DEVELOPMENT ALLIANCE	NGO NON-GOVERNMENTAL ORGANISATION	NPO NON-PROFIT ORGANISATION
RCL RCL FOODS	R4P REPURPOSE FOR PURPOSE	SA SOUTH AFRICA	SBS STREET BUSINESS SCHOOL



HELLO, FRIEND! WE ARE THE DO MORE FOUNDATION

WE HAVE A STORY TO SHARE WITH YOU.

We would like to acknowledge Trialogue for their role in documenting our 5 year journey. Trialogue is a niche corporate responsibility consultancy with more than two decades of industry research and experience. This publication represents Trialogue's documentation and understanding of our work.

The DO MORE FOUNDATION ("the Foundation") was established by RCL FOODS (RCL) in 2017, with the aim of enabling a broader group of stakeholders to engage in the company's key corporate social investment (CSI) initiatives.

The Foundation was initially built on three pillars – DO MORE for Young Children, DO MORE to Ease Hunger and DO MORE to Support Youth. It also supports projects for the care of animals.

This case study was conducted by Trialogue Publishing and Consulting documenting the first five years of the Foundation, including its work and results achieved from inception in 2017 until the end of 2021. By doing so, this case study reflects on significant lessons learned about the Foundation and its methods of operation.

The intention is for other organisations and role players in the sector to have a deeper understanding of what the Foundation does, and how some of its features have enabled it to achieve what it undoubtedly has. The insights gained and lessons learned may guide similar organisations in their choice of model and approach.

The case study is informed by an in-depth review of internal company documents including reports, newsletters, strategy papers, presentations, case studies and annual reports. This review was coupled with a series of interviews with stakeholders identified by the Foundation.

These stakeholders include team members, RCL FOODS executives, donors, government officials, experts in the early childhood development (ECD) and nutrition sector as well as other development sector experts.

This case study begins descriptively, introducing the Foundation: what it is, and how and why it was established.



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It then introduces the concept of Collective Impact, a theoretical developmental construct with particular relevance to the Foundation. This sets the framework for the next section of the document, in which the work of the Foundation is presented.

In this section, four of the key community development programmes are presented in detail. The final section reflects on the Foundation, highlighting some important lessons. The document concludes with some insights that may be applicable to other CSI initiatives or corporate foundation players.

TRACING THE ORIGINS OF THE FOUNDATION

RCL FOODS is a leading South African food manufacturer employing over 21 000 people. The company produces a wide range of branded and private label food products. RCL is driven by a commitment to provide more food to more people, more often.

The company believes that by nourishing people while sustaining resources, everyone wins. Communities will be enriched, employees inspired, and value will be delivered to customers and shareholders.

The company also believes that in order to achieve its commitment, collaboration with like-minded partners and stakeholders is key. It is against this background that in 2017, RCL established the DO MORE FOUNDATION as an independent non-profit organisation (NPO).

The Foundation was intentionally created as an independent entity, and therefore not named after the company. However, in maintaining the shared values and power of the brand for social good, the Foundation was named to align with the company's passion to "DO MORE...to provide more food to more people, more often".

Through its standing as an NPO, the Foundation secures key services *pro bono*, leveraging RCL relationships with suppliers. Over time, this has included high-quality marketing, legal, auditing, design, information technology (IT), logistics, print and data visualisation services.



THE VISION OF THE FOUNDATION

Better tomorrows for young children in South Africa.

The vision of the Foundation is to inspire more people and organisations to #DoMore for the young children of South Africa (SA) and facilitate meaningful collaborative partnerships by placing young children at the centre of the work it does.

The Foundation aims to break the cycle of poverty and give the next generation the best possible chance to thrive. It does this by placing the young child at the centre of all programmes and initiatives, with the belief that by impacting and uplifting the life of a young child, it will impact the household, which will ultimately positively affect the community. Households and communities are therefore key developmental partners which the Foundation supports to better meet the needs of young children through projects directed at easing hunger, supporting youth as well as specific ECD initiatives.

THE VALUES OF THE FOUNDATION

The values of the Foundation play an important role in shaping the culture and key priorities of the organisation. These values are:

- Authenticity
- Partnerships
- Intrepreneurship
- Sustainability

The above values are informed by those of RCL and premised on a commitment to treating people with dignity and fairness, innovation, i.e. “seeing and doing things differently”, ethical conduct and protecting the environment and communities.



AUTHENTICITY



PARTNERSHIPS



INTREPRENEURSHIP



SUSTAINABILITY

SUSTAINABLE DEVELOPMENT

The Foundation takes a comprehensive and holistic approach to meeting young children's needs as set out in SA's National Integrated ECD Policy. It believes in the importance of working in collaborative partnerships with key public and private stakeholders for greater impact and sustainability.

As such, the Foundation identifies its role as one that enables partnerships, effective collaboration, mobilisation of resources and policy implementation focused on improving the environment for the optimal development of young children.

Underpinning the vision of "better tomorrows for the young children of SA" is substantial evidence that investing in ECD makes absolute business sense. Business cannot prosper in a society affected by poverty and inequalities, where the potential and talents of the future generation are denied at birth.

One of the most important factors to business success is a skilled workforce. The return from investing in quality ECD is well established, with strong, positive effects on:

LATER EDUCATION

PRIMARY SCHOOL READINESS
HIGH SCHOOL COMPLETION
TERTIARY ENROLMENT

CRIME

THERE IS A STRONG CORRELATION BETWEEN EDUCATION
AND LOWER CRIME RATES, WHICH IN TURN PROMOTES
LESS DEPENDENCE ON SOCIAL SERVICES LATER IN LIFE





The Foundation recognises that ensuring every child's well-being today is the best way of securing robust economies tomorrow. The Foundation also understands that investing in the well-being of the communities in which they are based is key to the stability of the social environment in which business operates.

Therefore, it strives to uplift the communities around RCL's operations by creating meaningful value through investing in social and economic development initiatives that positively impact lives.

As an NPO registered separately to RCL, the Foundation is run independently with its own board of trustees and complement of staff with the blend of skills and competencies necessary to effectively deliver on its mandate.

The Foundation leverages its relationship with RCL to raise additional funding and enhance its own operational effectiveness. RCL provides cash funding, staff seconded to the trust, product donations and employee-driven fundraising.

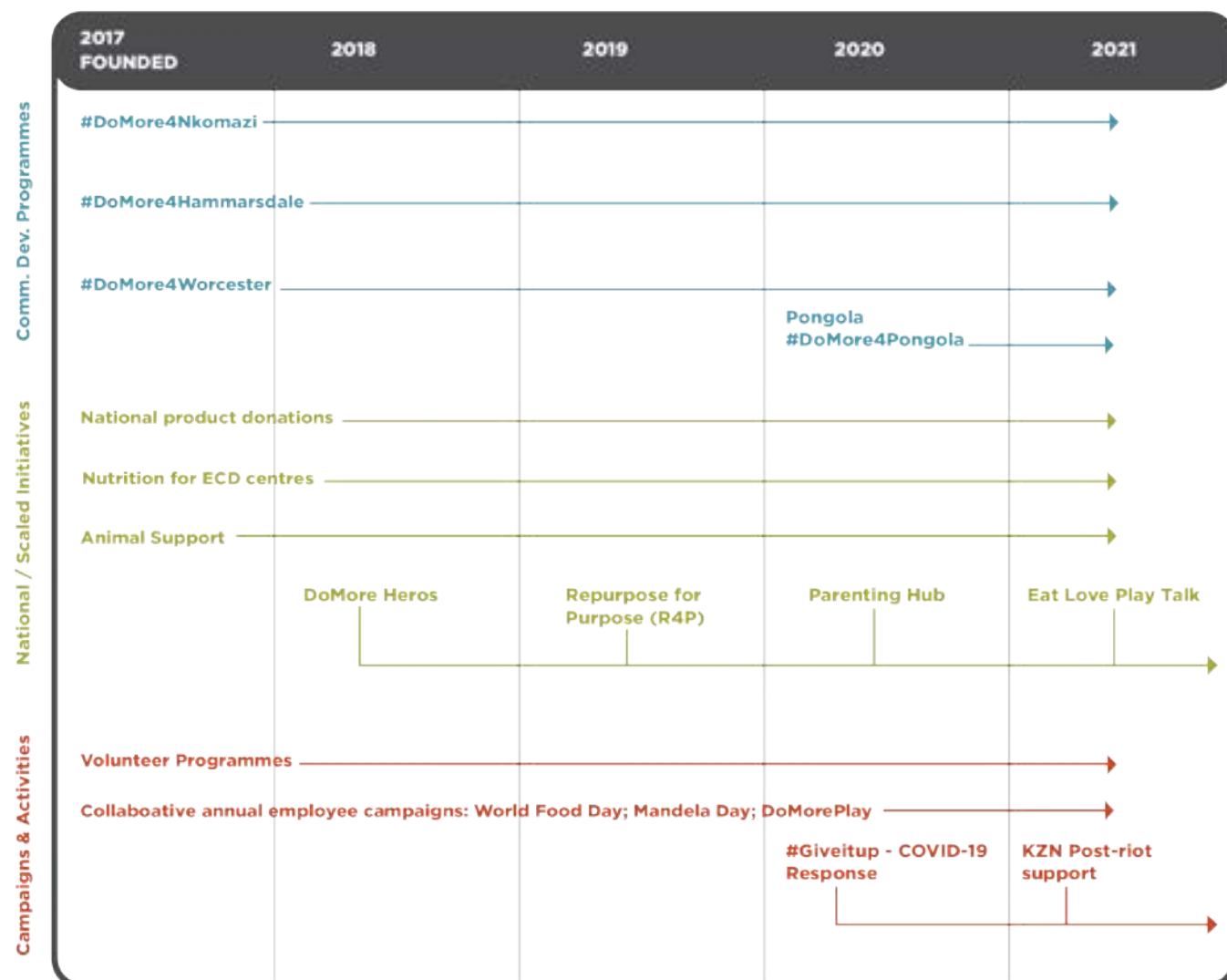
THE FOUNDATION RECOGNISES THAT ENSURING EVERY CHILD'S WELL- BEING TODAY IS THE BEST WAY OF SECURING ROBUST ECONOMIES TOMORROW.

Since inception, the Foundation has so successfully grown its external funder base that it now comprises the largest contribution of funding.

2017 - 2021

TIMELINE & MILESTONES

This case study shares the journey of the Foundation since its establishment in 2017. A visual five- year timeline below demonstrates that the work of the Foundation can be split into three areas of intervention, namely community development initiatives, national programmes as well as campaigns and activities



COMMUNITY DEVELOPMENT INITIATIVES: The work of the Foundation has been focused on four geographic areas – in Nkomazi (Mpumalanga), Hammarisdale (KZN), Worcester (Western Cape) and Pongola (KZN). Each programme consists of several interventions, based on many partnerships, and is centred on the young children theme. All of these programmes have been developed in direct response to the specific needs of the community. These programmes are described in detail in the “Community Development Programmes” section.

NATIONAL / SCALED PROGRAMMES: These are initiatives that have a broader, cross-national reach, some of which have in fact evolved from the success of work carried out in communities through community development programmes (such as Eat, Love, Play, Talk (ELPT)). Some of these initiatives channel resources from RCL to areas in need via other partners, such as product donations, nutrition to ECD centres and animal support, which distributes animal food to non-governmental organisation (NGO) partners.

CAMPAIGNS AND ACTIVITIES: These annual and once-off activities form a platform for awareness and involvement in the work of the Foundation, both within RCL (e.g. a volunteer platform) and beyond. For example, annual campaigns create an opportunity to partner with other corporates and donors and often have established the basis of ongoing partnerships. Additionally, the Foundation has been able to draw on community and national experience and systems, in response to emergency situations such as the COVID-19 pandemic and the 2021 KZN and Gauteng riots.



INSPIRING COLLABORATIVE PARTNERSHIPS

“

**“THE WHOLE IS EQUAL TO MORE THAN THE
SUM OF THE PARTS.”**

- Anonymous

Since 2019, the Foundation has come to formally identify itself as a Backbone Support Organisation, within a Collective Impact framework. Collective impact is defined as “the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem” (Kania, J and Kramer, M., Winter 2011. Collective Impact. Stanford Social Innovation Review. [Online]. Available at: https://ssir.org/articles/entry/collective_impact).

While collaboration is central to collective impact, it goes beyond that with a “centralised infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants. The common theme is that large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organisations” (Kania, Kramer, Winter, 2011).

The collective impact approach is most relevant and effective when the problems addressed are complex “adaptive” social problems - where the complete answer is not known, and even if it were, no single entity has the resources or authority to bring about the necessary change. In these cases, reaching an effective solution requires learning by the stakeholders involved in the problem, who must then change their own behaviour to create a solution (Kania, Kramer, Winter, 2011).

“Shifting from isolated impact to collective impact is not merely a matter of encouraging more collaboration or public-private partnerships. It requires a systemic approach to social impact that focuses on the relationships between organisations and the progress toward shared objectives. And it requires the creation of a new set of non-profit management organisations that have the skills and resources to assemble and coordinate the specific elements necessary for collective action to succeed.” (Kania, Kramer, Winter, 2011)

Research conducted by the Stanford Social Innovation Review shows that successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results, as outlined below and in the adjacent graphic:

ACHIEVING LARGE-SCALE CHANGE THROUGH COLLECTIVE IMPACT INVOLVES FIVE KEY ELEMENTS

- 1. A COMMON AGENDA, SHAPED BY COLLECTIVELY DEFINING THE PROBLEM AND CREATING A SHARED VISION TO SOLVE IT.**
- 2. SHARED MEASUREMENT, BASED ON AN AGREEMENT AMONG ALL PARTICIPANTS TO TRACK AND SHARE PROGRESS IN THE SAME WAY, WHICH ALLOWS FOR CONTINUOUS LEARNING, IMPROVEMENT AND ACCOUNTABILITY.**
- 3. MUTUALLY REINFORCING ACTIVITIES, INTEGRATING THE PARTICIPANTS' MANY DIFFERENT ACTIVITIES TO MAXIMISE THE END RESULT.**
- 4. CONTINUOUS COMMUNICATION, WHICH HELPS TO BUILD TRUST AND FORGE NEW RELATIONSHIPS.**
- 5. A “BACKBONE” SUPPORT TEAM, DEDICATED TO ALIGNING AND COORDINATING THE WORK OF THE GROUP.**

“Of the many lessons practitioners have learned, the most important by far is the importance of centering equity in the work.” (Kania, J., Williams, J., Schmitz, P., Brady, S., Kramer, M. and Splansky Juster, J., Winter 2022. Centering Equity in Collective Impact. Stanford Social Innovation Review). It has also been recognised that collective impact has lasting effectiveness only if it is focused on changing underlying systems, not just on adding new programmes or services (Kania, Williams, et al., 2022).



1. COMMON AGENDA

- COMMON UNDERSTANDING OF THE PROBLEM
- SHARED VISION FOR CHANGE

2. SHARED MEASUREMENT

- COLLECTING DATA AND MEASURING RESULTS
- FOCUS ON PERFORMANCE MANAGEMENT
- SHARED ACCOUNTABILITY



3. MUTUALLY REINFORCING ACTIVITIES

- DIFFERENTIATED APPROACHES
- WILLINGNESS TO ADAPT INDIVIDUAL ACTIVITIES
- COORDINATION THROUGH JOINT PLAN OF ACTION

4. CONTINUOUS COMMUNICATION

- CONSISTENT AND OPEN COMMUNICATION
- FOCUS ON BUILDING TRUST



5. BACKBONE SUPPORT

- SEPARATE ORGANIZATION(S) WITH STAFF
- RESOURCES AND SKILLS TO CONVENE AND COORDINATE PARTICIPATING ORGANIZATIONS





BACKBONE SUPPORT ORGANISATIONS

Creating and managing collective impact requires a separate organisation and staff with a very specific set of skills to serve as the backbone for the entire initiative. Coordination takes time, and none of the participating organisations has any to spare. The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails.

This concept underlies the work of the Foundation. Whilst it was not initially established explicitly as a backbone organisation, its role as such became very evident after a few years.

The backbone organisation requires a dedicated team of staff separate from the participating organisations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly.

In the best of circumstances, these backbone organisations embody the principles of adaptive leadership: the ability to focus people's attention and create a sense of urgency, the skill to apply pressure to stakeholders without overwhelming them, the competence to frame issues in a way that presents opportunities as well as difficulties, and the strength to mediate conflict among stakeholders (Kania, Kramer, Winter, 2011).

“

“THE FACT THAT THE DMF WERE WILLING TO PLAY THAT ROLE [AS A BACKBONE ORGANISATION] WAS EQUALLY UNIQUE.”

- Carolyn Lyons,
Independent
Development Consultant

CONTRIBUTING TOWARDS A BETTER TOMORROW FOR YOUNG CHILDREN IN SOUTH AFRICA

PART 1: COMMUNITY DEVELOPMENT INITIATIVES |

PART 2: NATIONAL PROGRAMMES | PART 3: CAMPAIGNS AND ACTIVITIES

The Foundation has developed a comprehensive and complementary set of programmes. Through these interventions, it aims to attain a better tomorrow for young children in SA.

Programmes are structured around the National integrated ECD policy focus areas, namely: early learning, nutrition support, parenting support, child protection, maternal and child health collaboration and advocacy. Community interventions take place in vulnerable communities in KwaZulu-Natal, Mpumalanga and the Western Cape. Through the Foundation's network of strategic alliances, programmes are also implemented nationally.

By targeting its interventions at both community and national levels and placing children at the centre of its programmes and initiatives, the Foundation is able to respond to the immediate needs of communities and scale programmes with the intention to effect systemic change and achieve large-scale and sustainable impact. Community initiatives also enable the Foundation to test concepts before they are scaled.





PART 1: COMMUNITY DEVELOPMENT INITIATIVES

The Foundation's community development initiatives aim to engage, uplift and capacitate stakeholders at community level. These stakeholders include parents and caregivers, ECD practitioners, the public sector, private sector, resource and training organisations (NGOs) and communities. Through these partnerships, the Foundation contributes to ensuring the rights and needs of young children are met, and impacts positively on their nutrition, parenting support and early learning.

NKOMAZI MPUMALANGA

RCL is one of the biggest employers in Mpumalanga, contributing approximately 16% to the GDP of the province. Over the years, the business has made significant social investments in the area.

The overarching objective of the Leave No Young Child Behind (LNYCB) programme, an integrated ECD initiative, is to create a significant improvement in the well-being of young children from conception to school going age. The programme is run in eight wards and 19 villages of Nkomazi through community mobilisation and universal access to a comprehensive package of quality services to meet young children's developmental rights and needs in line with the National Integrated ECD Policy.

Achieved to date is the development of a comprehensive implementation model which the Foundation has been able to scale in Nkomazi and other operational areas of the Foundation, the formation of a Provincial Steering Committee, a Functional Technical Team comprised of all ECD stakeholders at sub-district level and Young Child Forums attended by ECD programme representatives.

The LNYCB initiative started in two wards and was extended to an additional six wards and 12 villages. The Foundation engaged additional stakeholders to support other ECD-related programmes in Nkomazi such as Ntataise Lowveld, the Grow Great Campaign, Book Dash and Dlananathi.

“

“DMF BELIEVE THAT LISTENING IS A SKILL. ALL STAKEHOLDERS ARE LISTENED TO. AT THE END OF THE MEETING A COORDINATED VIEWPOINT IS TAKEN. NO ONE FEELS OVERLOOKED.”

- Dr Pat Moodley, Department of Basic Education, Mpumalanga

The DMF, in partnership with Lima and Jobs Fund, implemented a small-scale vegetable grower support programme. This is aimed at creating market linkages for small-scale growers and training on the Global Gap certification that encourages sustainable agriculture and the minimisation of the use of agro-chemicals to benefit farmers, retailers and consumers.

Global Gap is recognised as a leading farm assurance programme, translating consumer requirements into Good Agricultural Practice. The initiative also included a revolving credit component which assisted qualifying farmers to improve production levels to fulfil market demands. During this time, 940 farmers benefited from the initiative.



HAMMARSDALE KWAZULU-NATAL

The community of Hammarsdale in KwaZulu-Natal has been hard hit by widespread poverty and unemployment, resulting in food insecurity. The challenges have been exacerbated by the COVID-19 pandemic and ensuing economic fallout. Therefore, the interventions in Hammarsdale have followed a different trajectory to the other communities in which the Foundation works.

Through a collaborative process involving business and industry partners, community members, local ward councillors and implementing agencies, the Foundation spearheaded an initiative anchored in the livelihood needs of the community. It has had far-reaching consequences for those involved who have taken the opportunities to build their small businesses and improve their living conditions.

#DoMore4Hammarsdale was created with the objective to promote food security by supporting the establishment of food gardens and linking individuals to economic opportunities. In this way, the initiative directly addresses food security while also increasing household income and standards of living. Similar to Nkomazi, the initiative is implemented in partnership with Lima Rural Development and other stakeholders in both the public and private sectors.

The #DoMore4Hammarsdale initiative has grown immensely in the last five years, motivating almost every business in Hammarsdale to become involved. It has provided businesses with a vehicle through which to channel their social investment and commitments to the community. The initiative allows businesses an opportunity to engage in meaningful change through a cooperative process and in a consultative manner. Today, the majority of #DoMore4Hammarsdale's funding comes from industry partners. The role of the Foundation is largely to coordinate efforts, ensure accountability and demonstrate success to its partners.





As part of the efforts to establish sustainable food garden projects, ECD centres in Hammarsdale receive training on how to use their land and gardens more effectively to grow fresh vegetables. This holistic approach allows ECD practitioners, the children attending the centres, and school gardeners to all work together to ensure fresh, organically grown vegetables are served onto the plates of young children.

The Township Economy Programme, implemented by Niya Consulting, is another initiative in Hammarsdale which aims to support and revitalise small businesses. It does so by creating new jobs and incubating small businesses from the ideas stage through to becoming investment-ready. Three social enterprises were established as part of the programme. These include a sewing entity, which started with basic sewing training of young previously unemployed women and is now a successful registered business; a community bakery that supplies products to a large local retailer and also donates to local ECD centres; and an innovative woodwork training program, that equips local disabled learners with the skills they need to make durable cognitive learning toys for young children out of waste timber.

Furthermore, the Foundation has successfully implemented the Street Business School (SBS) model in Hammarsdale. The model aims to address rising poverty levels among youth by uplifting a new generation of entrepreneurs who use local resources in their community to create business.

This ready-to-deliver entrepreneurship training programme builds confidence and provides practical business skills to the youth (regardless of education or income levels), assisting them to help discover the leader within.

To date, several enterprises including sewing cooperatives, beadwork groups, hair and nail salons as well as agricultural cooperatives have been established. All enterprises have attracted further support in terms of technical skills training, start-up capital grant funding and off-take agreements.

WORCESTER WESTERN CAPE

RCL is one of the major employers in the Worcester community and they look to the Foundation to implement development initiatives that support the community. #DoMore4Worcester aims to establish the Worcester community as a place in which young children flourish. Worcester was selected for the project given the rising rates of poverty, crime and drug use in the area.

The social ills experienced by the community have a negative impact on family relationships and on the healthy development of young local children. Using a “whole-of-society” approach to drive systemic change, the Foundation focuses on mobilising multiple stakeholders to co-create an environment that is conducive to healthy ECD.

A Breede Valley Young Child Forum, which involves all those who work with or for young children, provides a valuable platform for shared information and good practice, as well as a forum on which all levels of government can interact with civil society stakeholders.

“
**THEY HAVE AN
ABILITY TO WORK
DEEPLY, NOT JUST
BROAD SCALE**

- Prof Scott Drimie,
Stellenbosch University
Food Lab

Similar to Nkomazi, and Pongola, the Foundation implements the ELPT programme in Worcester. As part of the initiative, caregivers receive DoMore instant sorghum porridge and early learning materials for the home. Although it was only initiated in 2021, the programme has seen exceptional uptake by caregivers, both men and women, and is expected to continue to grow in the near future.

In addition, a “First 1000 Days” stakeholder forum provides a special focus on the particular challenges facing pregnant mums and families with infants and toddlers.

The Foundation plays a key role in supporting the Breede Valley Municipality to discharge its mandate on services for young children and families, and it supports the Western Cape Office of the Premier in implementing its flagship “Nourish to Flourish” initiative.



UPHONGOLO

KWAZULU-NATAL

In 2021, the Foundation commissioned a study to identify opportunities to promote and support the well-being of young children in the uPhongolo municipal area. The initiative was driven by a desire to scale and replicate the work that has been done by the Foundation in Nkomazi, Hammarsdale and Worcester.

Since 2021, the Foundation has focused on creating a comprehensive programme to promote the well-being of children in uPhongolo, establishing and strengthening partnerships with local government and civil society, developing a comprehensive monitoring and evaluation framework and supporting ECD programmes in the community.

A total of 90 ECD centres currently receive nutritional porridge through the Foundation's nutrition provision programme. Key activities implemented through the initiative include the Young Child Forum, which allows stakeholders such as ECD principals, service providers and civil society to discuss and brainstorm practical solutions to challenges facing the ECD sector.

Similarly, the Child Protection Forum spearheaded by the Department of Social Development and supported by the Foundation's team, has brought together stakeholders who are mandated with ensuring the well-being of children.

Other key initiatives undertaken in uPhongolo include the President's ECD Stimulus Initiative, designed to help ECD centres to recover from the effects of the COVID-19 pandemic through the provision of relief funding. The programme has also arranged for ECD practitioners to receive training on early language development and provided them with learning resources that focus on the cognitive development of young children.





KEY ACHIEVEMENTS

COMMUNITY DEVELOPMENT PROGRAMMES

Each of the Foundation's Community Development initiatives was established following consultations with key stakeholders including the community, ECD practitioners and the public sector. This allowed the Foundation to gain a deep understanding of the needs of young children in the community, leverage existing networks and have a more meaningful impact.

For example, LNYCB was an opportunity to pilot the implementation of the 2015 National Integrated ECD Policy, which acknowledges the need for public-private partnerships and provides a set of essential services to support young child development. The learnings from Nkomazi have enabled the Foundation to implement similar initiatives in other areas.

PART 2: NATIONAL PROGRAMMES

National programmes are typically scaled initiatives with the aim to effect systemic change and contribute to the well-being of children and vulnerable communities. As of 2022, we have established 7 National programmes (outlined below).

1. EASE HUNGER

The Foundation supplies instant sorghum porridge to children at ECD sites and programmes in all S.A. provinces.

2. PRODUCT DONATIONS

The Foundation supplies instant sorghum porridge to children at ECD sites and programmes in all S.A. provinces.

3. PARENTING HUB

An online resource hub for parents of young children, started as a COVID-19 pandemic response to support parents to educate and support their children whilst at home. It is a “one-stop shop” for parents as it houses many of the excellent parenting and early learning resources developed in SA.

4. DOMORE HEROS

This programme works with 45 interested employees of RCL who are advocates and drivers of the national programmes and campaigns within their business areas. In this way, the Foundation is able to roll out programmes and campaigns through the business. The Foundation provides support and recognition of these “heroes” in various ways, such as hosting a Heroes Conference.

5. REPURPOSE FOR PURPOSE

The Repurpose for Purpose (R4P) project aims to provide young children from vulnerable communities in SA with free quality early learning materials to support their cognitive development by using Barrows’ excess business inventory to repurpose waste.

These resources are distributed in partnership with the National Early Childhood Development Alliance (NECDA) to reach young children in resources-poor communities throughout SA and support the implementation of the National Curriculum Framework.

6. ANIMAL SUPPORT

Through two streams of funding, the Foundation has partnered with the Gabrielle Faickney Charitable Trust and RCL in order to support animal interest projects through monthly food donations across SA.

This initiative has helped the Foundation ensure that pet food and transport are provided at cost to organisations that support vulnerable families with pets.

7. EAT LOVE PLAY TALK

In 2021, the Foundation launched the pilot of the Eat Love Play Talk (ELPT) Nutrition Programme with over 570 parents and caregivers in Nkomazi. The ELPT model uses DoMore instant sorghum porridge & other incentives to engage caregivers around nutrition literacy, improved hygiene practices and linking good nutrition to brain development, responsive caregiving and early learning through play.

As part of this effort, the Foundation collaborates with the Department of Health as well as various nutrition experts across the country. The Foundation also partners with the Department of Agriculture and Rural Development to develop food gardens in ECD centres and some households.

KEY ACHIEVEMENTS

NATIONAL PROGRAMMES

National Programmes support beneficiaries beyond the four geographic areas in which the community development programmes are implemented. These programmes reach beneficiaries through a range of partners working in various provinces across the country, or as an extension of an intervention that has been particularly successful in one of the community development programmes. An example of this is the ELPT programme which began in the communities and is currently being run in three provinces, with plans to expand in 2023.

Similarly, R4P begun with the partnership with Barrows and has since scaled to seven provinces as a result of the Foundation's ability to leverage its networks and develop meaningful and mutually beneficial partnerships, such as the Foundations partnership with the National Early Childhood Development Alliance.

Experience shows that challenging social issues such as poverty, hunger, early childhood and social dysfunction require a coordinated approach on many fronts, and is best addressed by combining the resources, experience and insights of all key stakeholders.





PART 3: CAMPAIGNS & ACTIVITIES

Campaigns and activities provide an opportunity to showcase and expand the work being done by the Foundation and its partners in the ECD sector. Further, they allow both the Foundation and RCL to partner with other corporates and donors, and often form the basis of ongoing partnerships.

Additionally, the Foundation draws on the experience and systems built around its campaigns and activities to respond to emergency situations and national disasters such as the COVID-19 pandemic and the social unrest that took place in KwaZulu-Natal and Gauteng riots in 2021.

VOLUNTEER PROGRAMMES

A volunteer platform facilitates the involvement of RCL staff in areas in which the Foundation requires assistance.

COLLABORATIVE ANNUAL EMPLOYEE CAMPAIGNS

These include World Food Day, Mandela Day and #DoMoreLove #DoMorePlay, initially working with employees of RCL, and over time including many other partners and donors.

DISASTER RESPONSE: COVID-19

In response to the COVID-19 pandemic, the Foundation leveraged its networks both in the public and private sectors to support vulnerable communities. This included sourcing large amounts of food at cost and distributing the food through a network of NGO partners.

SUPPORT TO FAMILIES AFFECTED BY KZN FLOODS

In April 2022 KwaZulu-Natal was hit with largescale flooding after more than four days of continuous rainfall. Scores of people were killed due to bursting rivers, flooded highways, and collapsed bridges. Thousands of people have been displaced from their homes, many with nowhere to go. A devastating amount of damage has been caused to property, businesses, schools, public infrastructure, and homes. DO MORE FOUNDATION responded with emergency relief to meet the needs of those affected. Through the help of corporate and individual donors as well as implementing partners on the ground, the Foundation has distributed over 4.2 million meals to affected communities.

DISASTER RESPONSE: KZN & GAUTENG RIOTS

The provinces of KwaZulu-Natal and Gauteng were severely affected by large-scale violent riots and looting in July 2021. This disrupted major logistics networks for essential goods such as food, medicine, fuel and left young children isolated without access to these essential goods.

Through the application of the model and learnings taken from the COVID-19 disaster response, in a matter of days, the Foundation team put systems in place to acquire food and *pro bono* logistics through RCL as well as mobilise additional support from its partners. Within a period of four weeks, the Foundation and its partners were able to successfully deliver 3.7 million meals to families and ECD partners in affected areas across KZN, with these food items ultimately destined to help reach young children.

KEY ACHIEVEMENTS

CAMPAIGNS AND ACTIVITIES

Through the power of collaboration and collective action, the Foundation was able to use its credibility, networks and relationships to raise awareness, inspire and organise various sectors to help young children, their families and the ECD workforce that serves them during times of crisis and throughout national disasters brought on by the COVID-19 pandemic and social unrest experienced in KwaZulu-Natal and Gauteng in 2021.

A key success factor in the Foundation's disaster response has been its ability to rally its network of partners around a common vision – and then to execute its plans effectively. Having established a dedicated COVID-19 relief fund to source food at cost price from RCL, the Foundation launched a widely shared #GiveltUp campaign.

This large-scale advocacy and communication initiative saw businesses, media agencies, radio stations and other proudly South African brands “give up” their profits and/or advertising space to encourage individuals and organisations to contribute funds towards a target of 10 million meals. Together, the Foundation and its partners distributed 1,952 tons of RCL products, equating to 10,158,421 meals, across all provinces of SA. This was done through 118 NGO distribution partners reaching families with young children.

REFLECTING ON THE FOUNDATIONS JOURNEY & KEY LEARNINGS



“WE CREATED A FOUNDATION ON THREE KEY PRINCIPLES: 1 REPUTATION AND CREDIBILITY; 2 STRONG SKILL SET; 3 PASSION”.

- Miles Dally, Former CEO, RCL FOODS

SHIFTING THE PARADIGM TOWARDS STRATEGIC SOCIAL INVESTMENTS

The Foundation was established to enable RCL to amplify the impact and sustainability of its CSI in resource-poor communities surrounding its operations. This represented a paradigm shift in how RCL approached social investments and sustainable community development.

The intention was to move away from a reputation of “generosity” and disparate piecemeal projects, towards a strategic investment approach, underpinned by collaboration, scalable impact, sustainability and systemic change.

The shift from a CSI department to a Foundation has meant that the DMF can act with a level of independence and autonomy of the company, yet without sacrificing the real advantages of the association with an established corporate.

This has allowed the Foundation to become more focused and impactful in its work, free of bureaucratic constraints, so that the strategic approach can drive all work in a focused and consistent manner.



“THERE IS A FUNDAMENTAL DIFFERENCE BETWEEN A CSI DEPARTMENT THAT GETS INUNDATED WITH RANDOM REQUESTS AND A FOUNDATION WITH A CLEAR MANDATE, AND THE SKILLS AND THE ABILITY TO DELIVER ON IT”.

- Miles Dally, Former CEO, RCL FOODS

CLEAR, FOCUSED AND CONSISTENT STRATEGY

The organisation’s vision for “better tomorrows for the young children of South Africa” is clear, easy to relate to and relevant. The organisation has remained consistent in this vision so that all stakeholders can mobilise around the vision with common intent.

LEVERAGING THE ADVANTAGES OF AN ESTABLISHED COMPANY

RCL remains the Foundation’s largest funding source. The RCL leadership team is a positive advocate of the work of the Foundation, and this relationship based on mutual respect has been instrumental to many of the achievements of the Foundation. The brand affiliation carries credibility and reputational weight in the communities in which the programmes are run.

The association extends to other companies, many of which form part of the supply chain, but over time they have expanded beyond that. Related, the DMF has been able to build internal credibility and support for their work with the employees of RCL FOODS. There is an alignment of company culture, and through the relationship, the Foundation has access to effective RCL business systems, corporate governance processes, professional resources and networks.

Whilst the brand carries many advantages, it may also hold negative historical associations in some areas. As is common with the presence of large companies in resource-poor communities, the fear of exploitation and reinforcement as a result of inequalities means that trust-building is a crucial, yet often difficult process. This is an approach through which the DMF has demonstrated success through persistence, consistency and deep involvement in communities.

THE FOUNDATIONS ROLE AS A BACKBONE ORGANISATION & CATALYST FOR SUSTAINABLE DEVELOPMENT

In order to effect sustainable change, the Foundation shifted its focus from only providing direct services to communities, to acting as a catalyst for the public, private and NGO sectors to unite under one vision and to guide the combined activities to effect change for young children and the communities in which they live.

The Foundation has recognised that allocating resources and employing the appropriate staff to support this approach is necessary to achieve results. The impact of this facilitative function is not necessarily immediately measurable in terms of short-term results, and the Foundation has been willing to play that long-term role in supporting sustainable change.

EVIDENCE-BASED PROGRAMME DESIGN & IMPLEMENTATION

All work of the Foundation is based on local and global thought leadership. This is achieved by working with experts in the sector, as well as communities, to ensure that nothing is developed in isolation from evidence-based thinking.

This approach has been important to achieving a balance between meeting nutritional needs, ensuring that the food provision meets well-researched standards, and taking maximum advantage of product availability through RCL.

ABILITY TO SCALE SUCCESSFUL PROGRAMMES

Many of the characteristics described, including effective partnership building, the Foundation's role as a backbone organisation, the evidence-based approach, as well as the successful funding model, have enabled the Foundation to expand the reach of many of the effective programmes. Expansion into uPhongolo, Molteno and Rustenburg are examples of this, as well as the national reach of programmes such as ELPT. The DMF's multi-dimensional experience has meant that they are able to think broadly about the sector and in this way, effectively contribute to the public policy arena.

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“THEIR DESIRE FOR LONGER-TERM SYSTEMIC IMPACT IS THEIR CRITICAL DIFFERENTIATOR”

- Carolyn Lyons, Independent Development Consultant

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“RATHER THAN TELLING THE COMMUNITY HOW WE CAN HELP, WE INVOLVE COMMUNITY MEMBERS IN THE PROCESS TO FIND OUT WHAT THEY NEED, WHAT THEIR STRENGTHS ARE AND EXPLORE WAYS WE CAN JOINTLY ENABLE CHANGE TO TAKE PLACE. THIS HAS LED TO BETTER DECISION-MAKING, BUY-IN AND MORE SUSTAINABLE RESULTS”

– The DO MORE FOUNDATION

NURTURING PARTNERSHIPS TO ACHIEVE RESULTS

The Foundation recognises and acts on the importance of partnerships, and what it takes to unite various stakeholders from different communities and organisations to achieve collective impact. The Foundation’s team displays an understanding that project success depends on all stakeholders having the same understanding of what needs to be done.

Its approach to partnership building has been described as committed and tenacious, built on regular, open communication and intentional trust-building. The team has an innate ability to understand partners’ interests and listen to their views. They have worked deeply in communities and taken the time to build trust.

They have effectively recognised that to have an impact, the work must be community-owned, and scaled through government. Central to this, is their ability to work effectively with government, by focusing on building long-term clearly defined and sustainable partnerships that are mutually beneficial. Results aren’t always immediately visible, and impact isn’t as clearly measurable, particularly when taking a backbone support role.

This takes patience and time, and the team has maintained a long-term perspective in their approach. The steady rise in external funding of the Foundation over the past five years truly reflects their effectiveness in building partnerships with other funding and investment partners.

DELIVERING SUSTAINABLE VALUE THROUGH A CAPABLE TEAM AND STRONG ORGANISATIONAL CULTURE

The Foundation consists of staff with the relevant mix of expertise and skills, with strong leadership, to work effectively as a backbone organisation in communities. What this multi-disciplinary team means, is that between them, they have an implicit understanding of their partners, and how to communicate, create buy-in and work effectively with a range of stakeholders from community members to government officials, to employees of RCL, to other corporate and multilateral donors. This represents a very broad range of interests and cultures, with which the team, between themselves, is able to connect in a very successful and meaningful way. The team culture is aligned with the values and philosophy of the company - “seeing and doing things differently”, thereby enabling an innovative and responsive culture, enabled by adaptive leadership.

“Warren, the DMF MD is... an outstanding leader. Clear-thinking, articulate, good at relationship-building, but not frightened of holding people to account” - Pam Picken, ECD expert and consultant

CONCLUSION

DMF's journey is one of people, passion, and commitment. It is about how intentionally working with partners in a coordinated fashion with a shared vision builds the path to long-term change. It is a story of collective impact.

The Foundation understands the multiplier effect of partnership building. The broad partner base has come about as a result of a deliberate collaborative, values-driven approach that seeks to establish and maintain critical relationships. It is an important aspect of the model – that the partners engage each other multi-laterally around issues of common interest rather than only through a centralised gatekeeper.

The unique structure of the Foundation as an independent entity, supported by an established corporation, complemented by its features including adaptive leadership, a highly capable team with relevant skills and a strong organisational culture, have enabled it to attain a level of developmental credibility that is attractive to funding partners.

This is evident in the broadening of the funding base to the extent that external funding now exceeds the financial contribution made by RCL. Participation of multiple funders not only improves the financial sustainability of the Foundation but supports their ability to expand geographically and scale. As such, the Foundation has shown steady growth in developmental impact within the ECD sector.





The involvement of multiple corporate and NPO partners has the added advantage of enriching decision-making on approaches to be adopted and potential to innovate. Access to the RCL corporate infrastructure offers additional resources and expertise that can be drawn on. This collective input not only provides more resources but leads to well considered and more robust developmental solutions.

Whilst the collective contribution has recognised advantages, funding relative to the scale of need for ECD support remains limited. In recognition of this, the Foundation aspires to harness the expertise and partner relationships to achieve influence at a more macro level, by understanding and contributing to the policy environment in which they work.

The Foundation's role as a backbone organisation has meant holding the long-term vision, facilitating partnerships, strengthening existing ones and working to make sure that the voice and needs of the communities it serves are at the centre of each initiative. This is testament to the effectiveness of the collective impact model, and the scale and impact that can be reached when organisations come together to address pressing issues facing South African society, and do so in a strategic, considered and coordinated manner.

"RCL Foods have adopted a CSI strategy that stands apart from typical CSI programmes. Through the establishment of the Do More Foundation, the adopted approach prioritises development over corporate interests. The unique identity of DMF enables participation of other role-players and partners that would otherwise be reticent to align themselves to a corporate brand. Yet the model still enables the leveraging of the corporate footprint, knowhow, and relationships to expand the reach and impact of the programme. The DMF programme puts the lives of beneficiaries front and foremost with the corporate agenda remaining secondary and indirect, but nevertheless still important" – Nick Rockey, Trialogue Managing Director

THE FUTURE LOOKS BRIGHT!

LIST OF INTERVIEWEES

WE WOULD LIKE TO THANK THE FOLLOWING INTERVIEWEES
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PAM PICKEN

ECD SUBJECT MATTER EXPERT, DMF CONSULTANT

IF
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GO TOGETHER.

- AFRICAN PROVERB