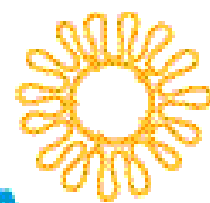




# 2011

activities report



**the ELMA**  
PHILANTHROPIES

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*A report of program developments and grant-investments of The ELMA Group of Foundations*

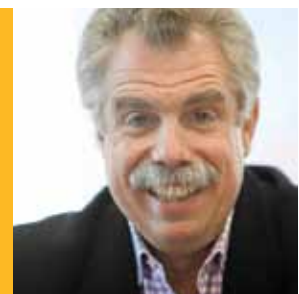
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activities report

2011

# a note from the chief executive officer

As will be highlighted throughout this year's Activity Report, 2011 was an important milestone year for ELMA Philanthropies in furtherance of the mission of the ELMA Group of Foundations. It was a year in which our Cape Town, Dar es Salaam and New York teams, now fully operational, each developed and saw approved significant grant-investment recommendations in health, education and youth development. At the core of our mission is to improve the life prospects of children through the support of programs that embed themselves in, or are already a part of, local institutions with the hope that ELMA's support can be the catalyst for sustainable and systemic change. Our mission often takes us to places where governments, private sector systems and civil society have yet to develop to the point where their children's health and education needs can be fully met. Consequently, ELMA must be willing to engage with a broad suite of key stakeholders from government, parallel funding sources, strategic partners, community based organizations and a myriad of program implementers to achieve our mission objectives. This complex web often calls for carefully crafted transactions that must be able to adapt in real-time to highly fluid and dynamic circumstances. I am confident, and so gratified, that the ELMA Group of Foundations has supported ELMA Philanthropies in assembling the team and resources sufficient to address these challenges in furtherance of our worthy mission.



**Thomas McPartland**  
Chief Executive Officer  
The ELMA Philanthropies

# success stories

While the ELMA Group of Foundations made many grant-investments, both large and small, towards the fulfillment of its mission in 2011, there were two major successes that merit specific mention and a brief description. Both of these illustrate the type of catalytic philanthropy that ELMA aims to achieve with its grant-investments.

## Clinton Health Access Initiative (“CHAI”) Pediatrics:

2011 was the final year of a six year ELMA Foundation grant-investment for an ongoing initiative to expand treatment of HIV-positive children across the world. ELMA’s investment was restricted to Africa, in which the majority of HIV-positive children reside. With implementation by the Clinton Health Access Initiative enabled largely through a strategic co-funding partnership between ELMA, UNITAID, the Elton John AIDS Foundation, and the Children’s Investment Fund Foundation, this ambitious project resulted in:

- \* 305,000 HIV-positive children accessing treatment at the end of 2010, up from less than 20,000 in 2005
- \* An 86% reduction in the price of pediatric HIV medicines from USD745 per patient per year in 2005 to USD103 per patient per year in 2010
- \* More than 8,000 facilities were diagnosing HIV in infants at the end of 2010, compared to less than 200 in 2005
- \* More than two-thirds of infants tested for HIV in resource-limited settings do so through CHAI-negotiated price reductions on diagnostic equipment

**305**  
thousand

305,000 HIV-positive children accessing treatment at the end of 2010, up from less than 20,000 in 2005.

Savings of 4.7 Billion Rand (USD600 Million) resulting from CHAI-recommended restructuring of drug procurement processes within the National Department of Health.

**4.7**  
billion rand



CHAI, Malawi – photo courtesy of CHAI

## Clinton Health Access Initiative (“CHAI”) South Africa:

2011 was the third year of a significant ELMA Foundation grant-investment to the Clinton Health Access Initiative to facilitate a consulting partnership with the South Africa National Department of Health to rapidly improve and scale up HIV testing, care, and treatment across South Africa, a country with some of the highest prevalence and incidence rates of HIV in the world. Results to date of this groundbreaking initiative include:

- \* Savings of 4.7 Billion Rand (USD600 Million) due to the establishment of a Central Procurement Unit within the National Department of Health resulting from CHAI-recommended restructuring of drug procurement processes
- \* 2,631 health facilities initiating HIV-positive patients on life-saving anti-retroviral therapy (ART) at the end of 2011, up from less than 500 facilities in March 2010
- \* 9,239 nurses trained to initiate ART since 1 April 2010
- \* 15.4 million people tested between April 2010 and October 2011 as part of a widespread testing campaign supported by CHAI

The CHAI Pediatrics grant-investment is currently being assessed through a large-scale evaluation led by the O’Neill Institute and commissioned and paid for by ELMA with a view toward better understanding of how large scale public health interventions can most effectively transition to local country ownership.

The ELMA Philanthropies Services acts as the services arm of the ELMA Group of Foundations. From locations in New York, USA; Cape Town, South Africa; and Dar es Salaam, Tanzania, ELMA Philanthropies staff develop program strategies, identify and explore grant-investment opportunities, and research, monitor, and evaluate grant-investment performance.

# the ELMA group of foundations

*The ELMA Group of Foundations consists of the following private foundations:*

## the ELMA foundation

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

## the ELMA relief foundation

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

## the ELMA music foundation

The ELMA Music Foundation, focused primarily in the US, but also in the UK and South Africa, supports community-based youth organizations that feature music as part of their programming. It also invests in programs that provide support services to members of the music community in need.

## the ELMA south africa foundation

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

Global Fund for Children Grantee Orphelinat Foyer Divin - girl smiling, Port-au-Prince, Haiti - credit Tressa Johnson



## the ELMA foundation

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

The ELMA Foundation aims to fund activities on the continent of Africa that:

- \* relieve the poverty, suffering, illness and distress of children;
- \* advance the education of disadvantaged children and youth;
- \* improve the quality of life and prospects of disadvantaged children and the families and households that support them; and
- \* improve health care, health care facilities, and health care infrastructure primarily for the benefit of children.



# education

In 2011, The ELMA Foundation continued to fund quality education programs throughout Southern and Eastern Africa.

Through this funding, ELMA has:

- \* Strengthened numerous Early Childhood Development (ECD) Programs in South Africa, Angola, Malawi, Mozambique and Zambia
- \* Promoted literacy in South Africa and Zambia
- \* Supported community-based organizations through Southern and Eastern Africa
- \* Provided comprehensive education and empowerment opportunities for young women in Malawi, Tanzania, Zambia, and Zimbabwe

In South Africa, ELMA's school capacity-building program, called Strengthening Our Schools (SOS), entered its third year and continues to show consistent results. The comprehensive national ECD initiative in South Africa, Ilifa Labantwana, expanded beyond the Western Cape to the North West Province.

ELMA began to implement its new, impact-oriented strategy for the education investment portfolio, building new strategic partnerships and strengthening existing relationships with numerous innovative and effective organizations. In the coming year, ELMA will continue to work towards the overall goal of improving learner achievement and strengthening the transition from early childhood programs to primary school for young children, especially in rural African communities.

Mango Basic School, Zambia

## education grant-investments for 2011

### Aga Khan Foundation

*Mozambique*

Renewal support for education and health programs, including Early Childhood Development, in Cabo Delgado Province

### Associação Wona Sanana

*Mozambique*

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

### CAMFED International

*Tanzania, Zambia, Malawi, Zimbabwe*

General support for a comprehensive education program in Africa, incorporating Camfed's model for community development and sustainability

### CAMFED International

*Zambia*

Comprehensive program support for rural education for girls, school governance, and model for community led sustainability in Zambia

### Cape Educational Trust

*South Africa*

Renewal of general support to expand access to Early Childhood Development through teacher training and support, community-based projects, and by providing age appropriate books and learning materials

### The DG Murray Trust

*South Africa*

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

### The Learning Trust

*South Africa*

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

### Penryn Trust

*South Africa*

Renewal of general operating support for Penreach's teacher and school development work

### Penryn Trust

*South Africa*

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

### Room to Read

*South Africa, Zambia*

Renewal project support for existing programs to establish and enhance school libraries and develop literacy pilot programs

### Save the Children Fund

*South Africa*

Renewal project support for year two of an initiative to strengthen eight primary schools and two secondary public schools in the Free State Province, as part of ELMA's Strengthening Our Schools Program





mothers2mothers – a client with children outside of her home, Swaziland - credit Nick Edwards

# health

In 2011, the ELMA Foundation completed a review of its health portfolio and approved a new strategy designed to support an integrated approach to the delivery of services to children and their mothers. ELMA continued its support of programming to reduce mortality among newborns and children through community case management and increasing women’s access to skilled birth attendants. Within the continuum of care to mothers and children, ELMA continued to support programming that addresses mother-to-child transmission of HIV, and programming that provides prevention, education and psychosocial support services to assist HIV-positive women and their infants. ELMA’s continued support of programming in South Africa has allowed the National Department of Health to realize unprecedented public health gains in HIV testing and counseling as well as improve capacity within the healthcare delivery system.

As part of an expanded approach to health investments in Africa, ELMA has invested in improving health facilities and expanding on-site professional education opportunities, resulting in a higher quality of care for patients, and improved retention of key health professionals. Current projects include the scaling up of nurse training and the development of capital projects designed to improve the work environment and technical capacity of Africa’s human resources for health. Areas of infrastructure that the Foundation has begun to explore include water and sanitation to decrease the incidence of diarrheal disease, and issues around the supply chain to address access and pricing of essential health commodities.

ELMA continues to support private sector activities in the health sector. An emerging area of work that the Foundation has been supporting is an initiative to advance the dialogue around transitioning health programming to national ownership. In an effort to advance the ability of Health Ministries to direct national priority programming, the Foundation has supported programming to explore the varied definitions of “transitioning”, the requisite elements to successfully transition a program to national ownership, and an increased dialogue around innovative financing mechanisms to identify potential revenue sources.

## health grant-investments for 2011

### Clinton Health Access Initiative, Inc.

*South Africa*

Renewal program support for expanding and sustaining access to health care

### Clinton Health Access Initiative, Inc.

*Lesotho*

Renewal project support to expand human resources for health by strengthening pre-service training, hiring, deployment and health sector administration

### Clinton Health Access Initiative, Inc.

*Lesotho, Malawi, Zambia*

Project support to assess national capacity to train, deploy and retain nurses and midwives, in a collaborative effort with The President’s Emergency Plan for AIDS Relief (PEPFAR) and the World Health Organization

### The Children’s Hospital Trust

*Africa*

Renewal project support for the African Pediatric Fellowship Program to train doctors from university hospitals in eastern and southern Africa in pediatric specialties

### Clinton Health Access Initiative, Inc.

*Zambia*

Renewal project support to expand human resources for health by strengthening pre-service training, hiring, deployment and health sector administration

### Philani Nutrition Centres Trust

*South Africa*

Renewal support for comprehensive health and nutrition interventions for malnourished children and pregnant women in two high-need districts, and capacity building support

### Clinton Health Access Initiative, Inc.

*Rwanda*

Project support to assist the Government of Rwanda in preparing a proposal to the US Government Global Health Initiative to scale up human resources for health



Global Fund for Children grantee CHEDEVE – soccer team, Port-au-Prince, Haiti - credit Tressa Johnson

# the ELMA relief foundation

In 2011, the ELMA Relief Foundation continued to respond to the emergency needs of populations affected by disasters around the world. With a particular emphasis on children and on localized disasters and chronic vulnerabilities in sub-Saharan Africa, the ELMA Relief Foundation also continued to employ proven and highly effective activities and partnerships. These strategic grant-investments enabled children and their families to recover and rebuild through access to appropriate food and nutrition, educational support, community based care, mobile medical care, and cash transfers.

Two areas received special focus in 2011:

In Haiti, where post-earthquake recovery continued amid tumultuous political and economic conditions and waning international support, ELMA:

- \* Responded to cholera outbreak
- \* Supported solar lighting in newly settled areas to increase community security
- \* Reinforced community based organizations providing care to children in poor neighborhoods
- \* Contributed to revitalizing the public health system

In the Horn of Africa (focusing on Ethiopia and Kenya) where the worst drought in 60 years tipped vulnerable populations into alarming food insecurity and massive migration, ELMA worked with partners to provide:

- \* Food distributions, school meals and treatment for malnutrition
- \* Cash transfers and targeted asset recovery
- \* Improved water infrastructure

The ELMA Relief Foundation also responded to the damaging effects of large-scale flooding in Benin, West Africa and Pakistan.

## relief grant-investments for 2011

### Aga Khan Foundation

Pakistan

Project support for emergency mobile medical care

### CARE USA

Benin

Project support for flood relief

### Médecins Sans Frontières

Haiti

Project support to address the cholera outbreak

### Médecins Sans Frontières

Ethiopia

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

### Oxfam America

Ethiopia

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

### Save the Children Fund

Kenya

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

### United Nations Population Fund

Haiti

Project support to promote community security following devastating earthquake





The Mama Foundation for the Arts - Elijah dancing and the choir - photo courtesy of The Mama Foundation for the Arts

# the ELMA music foundation

In the US, the ELMA Music Foundation invests in two areas: support services for members of the music community in need and opportunities for under-served youth to study and create music. 2011 culminated in two milestones for the ELMA Music Foundation, both of which provide learning opportunities for the rest of the ELMA Group of Foundations.

- \* Firstly, our substantial challenge grant, launched in 2010 to support MusiCares' 20th anniversary of providing a support system to musicians experiencing financial difficulties or in need of addiction recovery services, was fully matched by significant pledges from music business professionals and entrepreneurs. ELMA Philanthropies staff are assessing future opportunities in which to replicate this successful use of a matching grant to achieve leverage on our philanthropic dollars.
- \* Secondly, the ELMA Music Foundation approved a program to commence in 2012 which will assess and promote the use of music in youth development by investing in a cluster of grantees who provide music production and performance opportunities at full-service youth centers targeting low-income youth. Starting in January 2012, each grantee will receive a three year grant-investment for its music-based programming, and will participate in the ELMA-initiated Music and Youth Development Cluster. The ELMA Philanthropies music programming team will evaluate the cluster grantees along a similar framework, to understand and improve the ways in which music can be the hook to encourage at-risk youth to utilize broader youth development services. Additionally, ELMA Philanthropies will host an annual convening in which the cluster grantees can exchange best practices to improve the use of music in youth development. ELMA Philanthropies will assess the extent to which the "cluster" concept improves the programmatic work of each grantee, with a view to implement similar strategies in other program areas of the ELMA Group of Foundations in order to extend the value of ELMA's grant-investments.

## music grant-investments for

### Harlem Children's Zone, Inc.

United States

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

### Mama Foundation for the Arts, Inc.

United States

Program support for organizational capacity building and after-school project teaching gospel music and providing performance opportunities to 400 mostly low-income teenagers (ages 13-19) from Harlem and surrounding neighborhoods

### National School of Arts Foundation Trust

South Africa

General support for the establishment of an Advancement Unit and support for the Festival of Fame event

*"I was born with music inside me. Music was one of my parts. Like my ribs, my kidneys, my liver, my heart. Like my blood. It was a force already within me when I arrived on the scene. It was a necessity for me - like food or water." —Ray Charles*





mothers2mothers – a support group for mothers and their children, Swaziland - credit Nick Edwards

## the ELMA south africa foundation

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

The ELMA South Africa Foundation provides core support for the work of the Legal Resources Trust's long-established and internationally recognized Legal Resources Centre. This has enabled that organization to continue litigating on behalf of the poor, work which is critically important in upholding South Africa's constitution. This year they helped secure an important victory for poor rural children who had been relegated to derelict 'mud schools' – in an out of court settlement the South African government has committed over ZAR8.2 Billion (USD 1 Billion) to repair or build schools to replace the almost 600 grossly inadequate schools.

In the UNEDSA program, the ELMA South Africa Foundation supports the Community-oriented Nursing Education for Women and Child Health. This is a joint project of the University of Pretoria and University of Limpopo (Medunsa campus). Its aim is to advance nursing scholarship and education and develop the first South African education model in women's and children's health. The universities offer nurses rural and urban learning opportunities, while improving the quality of health care for disadvantaged women and children in Tshwane and rural Hammanskraal. The project is to establish communities of practice in four focus areas: gender-related violence; HIV/AIDS and malnutrition; unplanned pregnancies; and maternal and perinatal mortality. It will provide practical training opportunities to hundreds of student nurses each year, and scholarships for 52 masters and 26 doctoral degrees over 4 years. In 2011 the project established hospital-based clinical learning centers equipped with reading, seminar and computer laboratory facilities at two hospitals.

As is typified by these projects, the ELMA South Africa Foundation continues to explore opportunities that have the potential for strategic impact.

# the ELMA philanthropies

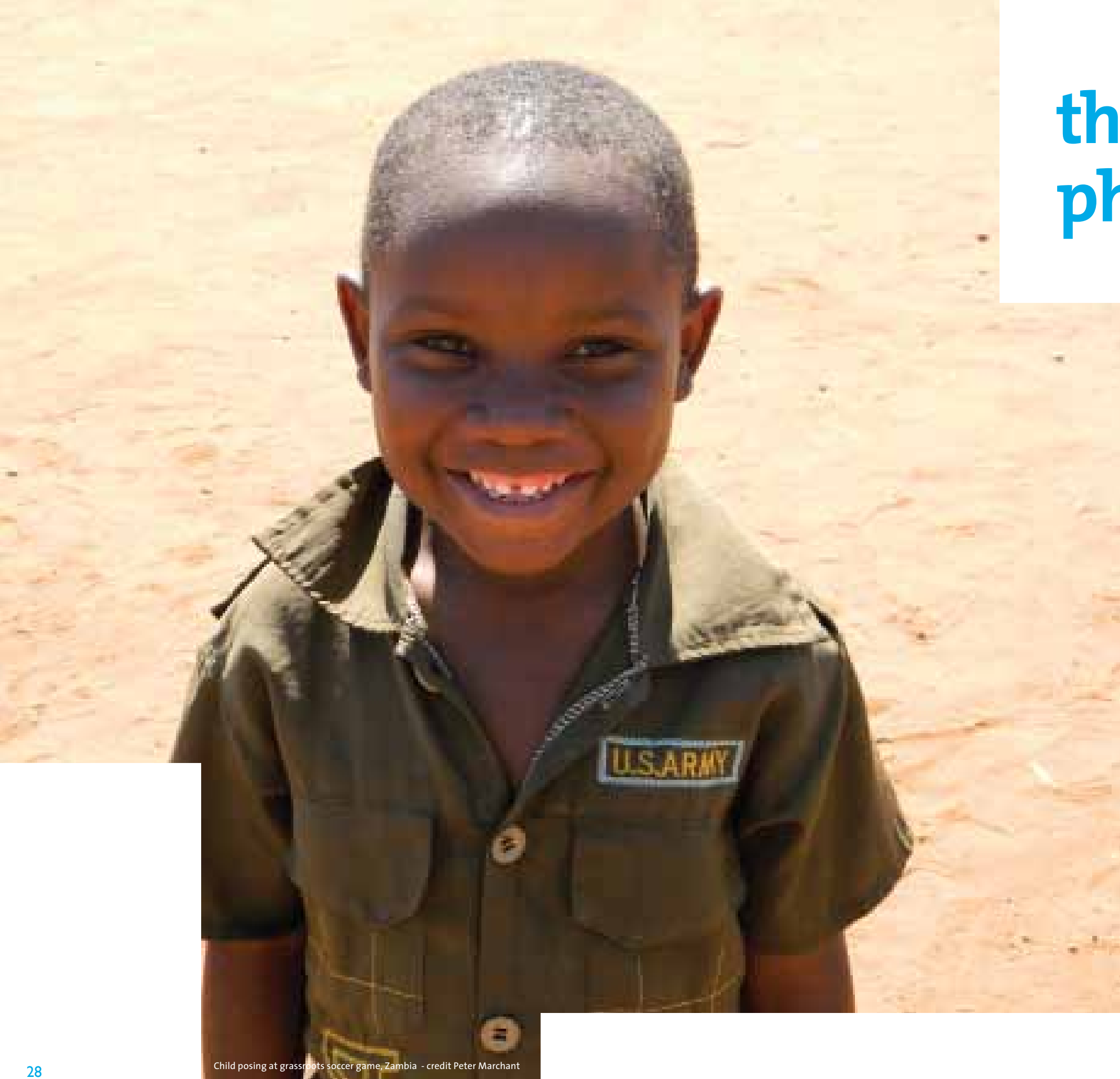
## the ELMA philanthropies services (US) inc.

After almost seven years of operations, ELMA Philanthropies and its funding entities the ELMA Group of Foundations can see real impact from our grantmaking and investments, particularly in programs that enhance the prospects for Africa's children. In particular, in South Africa we can claim to be making major contributions to that country's health infrastructure, its primary and secondary schools, and its growing commitment to early childhood development. In other countries, particularly in Mozambique, we have succeeded in encouraging early childhood programs. And our initial investments in East Africa, especially Rwanda and Tanzania, look equally promising. The future looks bright, primarily because of the strength of our staff in New York, Cape Town and now Dar es Salaam; their excellence and their teamwork are a joy to observe as they carry out their due diligence in making recommendations to the ELMA Group of Foundations and then monitor the ongoing grants and investments. Much of the credit goes to Bernadette Moffat, our Executive Director in Cape Town, Dr. Pat Naidoo, our East Africa Regional Director in Dar es Salaam, and to the staff's new leader, Chief Executive Officer Tom McPartland who assumed that position in January 2012 following ELMA Philanthropies' first President, Dr. Natalia Kanem.



**Thomas H. Fox,**  
Board Chair

The ELMA Philanthropies Services (US) Inc.



Child posing at grassroots soccer game, Zambia - credit Peter Marchant



Babysitting, Zambia - credit Peter Marchant

**Bernadette Moffat**  
Executive Director  
ELMA South Africa



## The ELMA Philanthropies Services (Africa) (Pty) Ltd.

During 2011 the work we do continued to inspire, challenge and reward us daily. We made considerable headway in building stronger relationships with both local and national government departments and with other donors. Our work in support of South Africa's Department of Health's rapid rollout and scale-up of the fight against HIV/AIDS and the re-engineering of the primary health system have kept the health team busy. Our continuing efforts to gain a better understanding of how a private foundation like ELMA can best support improved education outcomes for children took a leap forward with our collaboration with the United States Agency for International Development (USAID). We are hopeful that this collaborative effort to support early literacy and teacher development will contribute to the Department of Basic Education's aims of turning around a poorly performing school system. The groundbreaking work on Early Childhood Development with partners DG Murray Trust and UBS Optimus Foundation garnered a new partner when the Kellogg Foundation joined to support the ambitious Ilifa Labantwana program.

Despite substantial progress by the Ilifa Labantwana program and other efforts to improve the lives of children, we were sobered by a tragic report in early November - four young children in the Northwest Province in South Africa died from hunger and exhaustion while walking 17 kilometres to find their caregivers. The caregivers had gone off to find food or money from their partners on a neighbouring farm. The children aged two to ten years old simply could not wait a day longer without food and care, so they tried to help themselves. It is a salutary reminder of how much remains to be done to secure the most basic needs of our children. So we end the year chastened yet privileged by the challenge the ELMA Group of Foundations have set for us: to improve the lives of children in Africa through meaningful philanthropy.



## The ELMA Philanthropies Services (East Africa) Ltd.

2011 has been an exciting year for ELMA Philanthropies Services (East Africa). In the area of new partners initiatives, ELMA East Africa has networked with over 80 organizations from the World Bank, Foundations, Government Ministries, International NGOs to Indigenous NGOs/FBOs all over the region. The focus countries are Kenya, Tanzania, Rwanda, Uganda and Ethiopia which collectively have a population of over 205 million people. The region is characterized by rapid population growth, high poverty levels, poor health and low life expectancy. Maternal mortality in the region varies from 450-800 per 100,000 live births, with Ethiopia having one of the highest maternal mortality rates in the world. Similarly infant mortality rates in the region remain very high (Ethiopia 77 per 1,000, Kenya 62 and Rwanda 64 per 1,000 live births). While some progress has been made in accessing basic education, with increasing numbers of children now attending primary school, pupil-teacher ratios are unacceptably high compromising learning experiences for the vast majority of children, resulting in on-going low literacy levels and poor learning outcomes in most of the countries in the region.

ELMA's work in East Africa focuses on bridging the inequalities and shortages in the health and education sectors in order to reduce poverty and meet the Millennium Development Goals. We aim to partner with a wide range of local, national and regional organizations, institutions and networks across East Africa. One of the first grants awarded in East Africa is to Comprehensive Community Based Rehabilitation in Tanzania (CCBRT). CCBRT was identified as a potential grantee for significant capital support towards the establishment of a new maternity hospital. Upon completion in 2014, the maternity hospital will serve as a specialized referral facility for Dar es Salaam and an in-service training center for medical staff across Tanzania and the region. CCBRT was selected because it is the leading provider of professional medical, rehabilitation and social services for people with disabilities in Tanzania.

2012 will see engagement with a varied spectrum of potential organizations. The portfolio encompasses six countries and focuses on Early Childhood Development and literacy projects; and strengthening national health systems with programs focusing on strengthening human resources for health, improving service delivery and enhancing care and treatment.

### credits

#### cover photo

mothers2mothers - local children smiling for the camera, Swaziland - credit Nick Edwards

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**Dr. Pat Naidoo**  
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mothers2mothers – school children in Lesotho – credit Nick Edwards

