



BERTHA
CENTRE

UCT GRADUATE SCHOOL OF BUSINESS

10

YEAR REVIEW

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FOREWORD

MOVING FORWARD, PURPOSEFULLY, AND INNOVATIVELY TOGETHER

Solange Rosa, the Director of the Bertha Centre, looks back on the Centre's many achievements, and plots a course for the next five to ten years.

This year has been a watershed moment for the Bertha Centre for Social Innovation and Entrepreneurship. Not only are we celebrating ten years of impact and achievement, but we are also looking towards our next ten years and working to establish how we can stay relevant and keep pushing the boundaries of what is possible for social change in a world that has been completely transformed!

In this booklet, we want to showcase and celebrate the many achievements of the Centre – a small and remarkable academic hub at the bottom of the African continent with activism in its soul. We have made, I believe, a disproportionate impact on the world of social change over the past decade. From equipping and inspiring nearly 100 changemakers through our scholarship programme, publishing regularly and growing a library of over 250 relevant African case studies, to launching the first ever impact bond in the Global South and developing a pioneering social innovation MOOC - Massive Open Online Course that continues to reach thousands of changemakers around the world, our achievements are too many for me to list here. Instead, please have a look at our timeline of highlights on page 11, read the milestones of our five portfolios and hear from some of our stakeholders who have shared their reflections and highlighted significant moments in our history.

We hope to carry this momentum into our next decade. Of course, times right now are difficult. COVID-19 has left many social, economic, and environmental gains from the past decade in tatters – and countries around the world are looking at a long road ahead to rebuild – hopefully in a way that is more inclusive and sustainable. The challenges of poverty, systemic inequality, and climate change – to name but a few of the wicked problems the world is facing – are looking increasingly intractable and it feels like a mammoth task to keep on moving forward innovatively.

Nevertheless, I believe that we must. And we draw our inspiration from the many collaborators and organisations we work with in academia, entrepreneurship, government, and civil society who are daily finding ways to make a difference. We want to support and enhance their efforts while playing to our strengths. For the past year we have worked collaboratively with our amazing Bertha Centre team, some of whom have been with us since the centre started in 2011, and also with a wide range of stakeholders and partners across the world to interrogate who we are, what we've done well, what we need to do better, and where we can have the most impact. As a result, we have a solid strategic plan in place to guide us through at least our next five to ten years.

The bones of this strategy fall along four key axes:

1. INCREASING THE NUMBER OF CHANGEMAKERS WHO HAVE A SYSTEMIC SOCIAL IMPACT

Everybody who passes through the Bertha Centre is touched in some way by the work we do – and many go on to be formidable agents for change in their spheres of work. We want to make sure that over the next five years we consciously create at least 5,000 more of these changemakers. We will work through the many programmes we offer: our three Executive Education short courses, the MBA and MPhil, and our two MOOCs, as well as other initiatives we have in our portfolios, such as the Youth Innovation Portfolio's Philippi Changemaker Programme that works directly with young people in impoverished communities. We will also scale up our Scholarship Programme to support more people who want to be changemakers and fight for socio-economic and environmental justice across the African continent and beyond. We want to make sure that we broaden participation in social innovation discourse to bring new and marginalised voices into the room.



2. TRANSFORMING THE WAY RESOURCES ARE USED FOR SOCIAL IMPACT

The world will need around \$2.5 trillion every year until 2030 to meet the UN's Sustainable Development Goals (SDGs), according to estimates from the Business and Sustainable Development Commission's 2017 Better Business Better World report. This means that if we are to have any chance of meeting the SDGs, we will have to do more to mobilise private capital towards meeting these goals. Because the Bertha Centre is a natural connector and convenor – sitting as we do at the nexus of academia, government, philanthropy, and business – we are well placed to help drive this ambition forward. Our pioneering work in the innovative finance space can also lead the way here, and we will seek to develop new and optimised financial products and modalities to channel more finance towards projects with social and environmental impacts. Other areas where our strengths can be drawn upon will be in mapping to show where impact investing is most needed on the continent, convening impact investing platforms, and researching and showcasing radical collaboration models.

3. WORKING WITH PARTNERS TO ACHIEVE TANGIBLE SOCIAL IMPACT IN PRIORITY AREAS

At the Bertha Centre we have a rich network of partners who share our ideals to create change, and we will be making sure that we nurture and grow these connections to create exponential change. We will also work to build new networks and facilitate coalition-building efforts, specifically to enable more multi-stakeholder and citizen engagement to effect policy change towards creating our ideal society. Policy and governance innovation is an area we wish to grow and develop in collaboration with other partners. Our efforts will be directed towards the priority areas of education, youth development, health, systems innovation, and innovative finance, and to these we aim to add a 6th focus: climate justice. Our stakeholders have given us unequivocal feedback that as the window to avert catastrophic climate

change narrows, we can no longer afford not to have this as an explicit focus. Building on the success of the work that our Innovative Finance team has already done in this area, we will seek to expand our research and teaching to contribute towards understanding the impact of climate change on African countries. We will also work to drive innovative solutions to build resilience and adaptation.

4. BE AT THE FOREFRONT OF SOCIAL INNOVATION AND THOUGHT LEADERSHIP FOR SOCIAL JUSTICE

As an academic centre, the Bertha Centre has long been known for our thought leadership and pioneering work, for example in social impact measurement by launching the first continent-wide impact investing barometer in 2013, and in education innovation, for example by launching a pioneering MOOC on Social Innovation called "Becoming a Changemaker" that continues to gain traction around the world. Making sure that we scale this up, and also communicating stories about such change to influence policy sectors will be key. We will increase our efforts to codify our knowledge, expertise, and methodologies, and will share this through research and publications. Expect also to see and hear more from the Bertha Centre on social media and in the mainstream media!

And last but not least, looking internally, we will also continue our work to build a strong institution with a vibrant and inclusive organisational culture and fair and equitable practices. We have learnt from our first ten years that a cohesive organisation is an effective organisation and that without the people who drive our work we would be nowhere. I'd like to end this, therefore, not only by paying tribute to the 17 full-time staff members at the Bertha Centre who shoulder a massive amount of work in the service of positive impact, often at great personal cost. I'd also like to thank the many hundreds of collaborators, volunteers, partners, and students that work with us to advance our change agenda. And of course, to our funders, who continue to believe in us and enable us to carry on doing what we do. Thank-you.

TO ALL THE CHANGEMAKERS OUT THERE, I DEDICATE OUR NEXT TEN YEARS!



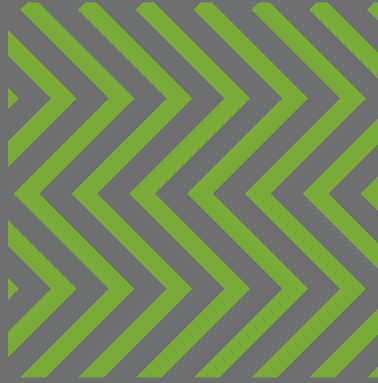
Bertha Centre for
Social Innovation and
Entrepreneurship



“We draw our inspiration from the many collaborators and organisations we work with in academia, entrepreneurship, government and civil society who are daily finding ways to make a difference. The Bertha Centre wants to support and enhance their efforts while playing to our strengths.”

Solange Rosa
Director of the Bertha Centre





WHERE WE HAVE COME FROM



INSIGHTS

IMPOSSIBLE NOT TO BE INSPIRED

Bertha Centre founding director **Dr François Bonnici** reflects on how the centre came into being and the milestones he's most proud of.

When the Bertha Centre opened its doors in November 2011, running it wasn't a role I had necessarily envisioned for myself.

As a medical doctor in paediatrics at the time, I had already witnessed the possibilities of social innovation, specifically its potential to find better ways to deliver healthcare in Africa, where every day too many people die from preventable and treatable conditions. I'd seen it in action too. While working in Namibia in the early 1990s, we introduced a practice known as 'kangaroo care' to counter high mortality rates of premature babies due to a lack of incubators in that country. This no-tech solution encourages mothers to hold their premature babies close, skin-to-skin, as much as possible, and it is so effective and beneficial to all that it is now widely implemented in hospitals in both high and low resource settings.

My interest in social innovation and practices that tap into the ingenuity and energy of local actors to solve local challenges led me to cross paths with Laura Horwitz and Lara Tabatznik of the Bertha Foundation. I'd also been talking with the new dean of the UCT Graduate School of Business and Dr Eliada Nwosu, who were interested in exploring ways of infusing social innovation into the business school curriculum. And so I facilitated the meeting of two complementary visions.

Connecting a young, radical family foundation focused on social justice with a formal business school at one of the continent's oldest, most established universities may have seemed paradoxical, but these are precisely the kinds of divides we need to bridge for our collective futures. The two shared a strong desire to create social and economic change and were prepared to take an unconventional route to achieve this. Less than a year later, the Bertha Centre came into being.

We started out in a single office with just four of us – Nicollette Laubscher, Eliada Nwosu and Warren Nilsson – and a Trojan Horse mindset. We were aiming to infiltrate the business paradigm – and by extension business leadership in South Africa – to promote the capacity for activism and entrepreneurialism for social change from within.

WE WERE AIMING TO INFILTRATE THE BUSINESS PARADIGM – AND BY EXTENSION BUSINESS LEADERSHIP IN SOUTH AFRICA – TO PROMOTE THE CAPACITY FOR ENTREPRENEURIALISM FOR SOCIAL CHANGE FROM WITHIN. JUST TWO MONTHS AFTER OPENING, WE AWARDED OUR FIRST SIX BERTHA SCHOLARSHIPS – OUR FIRST TROJAN SOLDIERS.

Just two months after opening, we awarded our first six Bertha Scholarships. This army has now grown to just under 100! And by January the following year, the first social innovation and entrepreneurship electives were launched as part of the school's flagship MBA programme.

This kind of speed and agility has been something of a hallmark of the Bertha Centre ever since.

With the gracious support and provocative encouragement of the Bertha Foundation, we were able to go far, fast. They provided us with unrestricted multi-year funding, giving us immense freedom to do what we thought was most needed in our own context.

This helped ensure that we enjoyed unparalleled growth as a centre within UCT, and by the time I left seven years later, we had 63 partners and funders from all levels of society right across the world and a team of more than 20. While the roots of our organisation were proudly local, our reach was global, and we were honoured when, in 2017, the Centre was benchmarked as one of the top five leading social impact centres globally in a report by the Bridgespan Group.

There are many other milestone moments that stand out - from the fact that the UCT GSB became one of the first business schools in the world to



embed social innovation into the compulsory curriculum of the MBA programme in 2016, to the establishment of the Philippi Village campus in one of Cape Town's informal settlements that same year. It is the first community campus in the 175-year history of the university and a physical manifestation of our ambition to challenge rigid curricula and begin to disrupt how things are taught and to whom.

Our first MOOC, "Becoming a changemaker: Introduction to social innovation" is also worth mentioning as a significant achievement that has done much to broaden access to education. This MOOC was ranked in the top 10 best courses globally by Coursera in 2016 and is currently the number 1 MOOC on social innovation on that platform with a 98% positive rating. More than 100 000 people in 170 countries have enrolled.

On the research front we also challenged traditional academic thinking, especially in the areas of innovative finance, education, and health, publishing in a number of high-impact peer-reviewed journals. We opened the university to hundreds of social purpose organisations and young changemakers, and we've acted as a trusted advisor between government and civil society, written dozens of

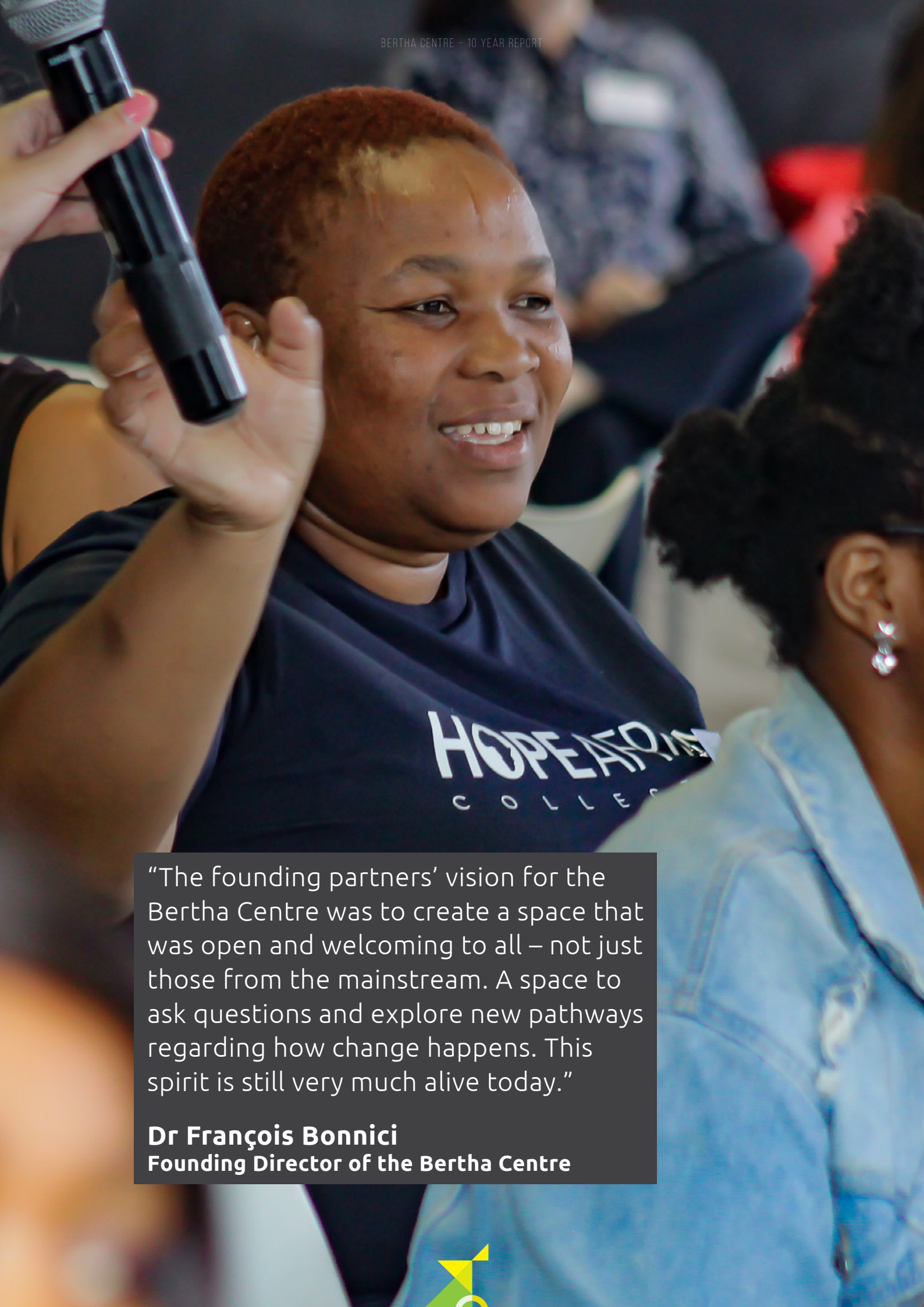
award-winning African-centric case studies, hosted hackathons, conferences, short courses, and masterclasses – and more.

It was not always an easy ride of course. We were wrestling with the legacy of apartheid; current issues of inequity, access and institutional challenges make South Africa a deeply challenging place to live and work that is long overdue reflection and evolution.

The founding partners' vision for the Bertha Centre was to create a space that was open and welcoming to all, not just those from business or from the mainstream. A space to ask questions and explore new pathways regarding how change happens. This spirit is still very much alive today. Under the new leadership of Solange Rosa, who took over from interim director Bulelewa Ngewana in 2019, an incredible group of human beings work daily to blend theory and action in the service of people who are inspired, creative and committed to drive change. It is impossible not to be inspired.

I am immensely grateful for my journey with the community that is the Bertha Centre. It changed me so much for the better, and I hope I gave at least as much in service in return. I can only think that the Centre's next 10 years will hold great things.





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Dr François Bonnici
Founding Director of the Bertha Centre



REFLECTIONS

AN IMPORTANT ALTERNATIVE VOICE IN THE CUT-THROAT WORLD OF BUSINESS AND CAPITALISM

Laura Horwitz and **Tony Tabatznik** of the Bertha Foundation consider how the Bertha Centre has defined itself as a centre of activism that is equipping a generation of changemakers in the service of social justice.

The Bertha Foundation is honoured to be one of the catalysts behind the creation of the Bertha Centre for Social Innovation and Entrepreneurship at the UCT Graduate School of Business. And after a decade witnessing their hard work in establishing programmes grounded in response to pressing social issues, we are thrilled that we will remain part of its journey over the next five years.

This is a special centre; an unlikely partnership between a foundation focused on social justice and an established business school at a prestigious university with a shared vision to transform how we teach and learn at business schools so that people come before profit.

We believe that the Bertha Centre has defined itself as an important alternative voice, as evidenced in this review, which outlines how it puts its philosophy into practice across its five programme areas and beyond. We see the Bertha Centre as a centre of activism that is building a community that challenges the status quo to build a more equitable society.

This inclusive approach to social engagement was recognised when the Bertha Centre won the Vice Chancellor's Social Responsiveness Award in 2015.

Ultimately, we want leaders emerging from places of learning – including business schools – to have not only a strong grounding in ethics, but also social awareness and a commitment to focus on more than profit. We would like them to have the mindset and agency to act to reduce injustice. They must be aware when business is complicit in contributing to injustice and inequity and find ways to reconstruct and regulate its practices.

ULTIMATELY, WE WANT LEADERS EMERGING FROM PLACES OF LEARNING – INCLUDING BUSINESS SCHOOLS – TO HAVE NOT ONLY A STRONG GROUNDING IN ETHICS, BUT ALSO SOCIAL AWARENESS AND A COMMITMENT TO FOCUS ON MORE THAN PROFIT. WE WOULD LIKE THEM TO HAVE THE MINDSET AND AGENCY TO ACT TO REDUCE INJUSTICE.

They must be committed to their role in working to overcome poverty and inequality, and then go on to be leaders in overcoming these issues from within the power centres of markets and capital.

The aim of the Bertha Centre has, from the start, been unconventional within the structure of the UCT GSB and the university. As witnesses to the Centre's development over the past decade, we can affirm that this echoes the philosophy of the Bertha Foundation.

Beyond its impact at the university, we acknowledge the Bertha Centre's work in multiple African countries and others beyond the continent, as well as its presence in and influence on international platforms and global institutions.

Our congratulations and heartfelt thanks to the Bertha Centre team for raising the bar for our Foundation's work.



SELECTED HIGHLIGHTS FROM OUR FIRST 10 YEARS

2011

NOV – The Bertha Centre officially opens its doors on the UCT GSB campus

DEC – First six Bertha Scholarships awarded



2012

JAN – First social innovation and entrepreneurship electives offered as part of UCT GSB open academic programmes, specifically its flagship MBA

2013

FEB – MPhil specialising in Inclusive Innovation launched

JUN – Appointed as the regional hub for the Center for Education Innovations



2014

JAN – Hosted the Inclusive Healthcare Innovation Summit, attended by Health Minister Dr Aaron Motsoaledi

APR – Released the first African Investing for Impact Barometer

OCT – Published the Health Innovators' Review

2015

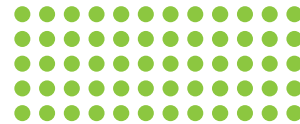
MAR – Opened Grootte Schuur Hospital Innovation Hub

JULY – Hosted first Early Childhood Development Hackathon

Chosen to be the partner lead in the delivery of the Rockefeller Foundation Global Fellowship Program on Social Innovation

SEPT – Hosted first Pathways to Funding Do-ference in Cape Town: an Access to Finance Masterclass by local investors for local entrepreneurs

DEC – Received UCT's Social Responsiveness Award



2016

JAN – Released 12 new teaching case studies on innovative finance in Africa

MAR – Started offering SAB Foundation Seed funding to UCT, GSB, and Raymond Ackerman Academy student social innovators and entrepreneurs

JUN – Launched first MOOC: Becoming a Changemaker, Introduction to Social Innovation, which is still the #1 ranked course in social innovation on Coursera.

Worked with UCT GSB Solution Space to open the UCT GSB's Philippi Village hub

OCT – Launched Systems Change and Social Impact short course

NOV – Released the Innovative Finance in Africa Review

2019

JAN – Established the Philippi Village Changemakers Programme, motivating and equipping 35 young leaders with basic organisational and business skills

JUL – Instituted Pathways to Information giving 103 young people in Philippi Village educational and employment opportunities

2021

APRIL: Student Seed Fund in association with SAB Foundation recognises promising South African social innovators

Pathways to Information at Philippi Village matches youth to relevant information to further their education and work life.

OCTOBER – Book launch: The Systems Work of Social Change, born out of a Bertha Centre collaboration between former director François Bonnici and senior researcher Cynthia Schweer Rayner

NOV: Bertha Centre celebrates 10 years!



2017

FEB – Benchmarked as one of the top five leading social impact educators globally in a report by the Bridgespan Group

MAR – Joined the global Social Innovation in Health Initiative

MAY – Launched report: Beyond Organisational Scale: How Social Entrepreneurs Create Systems Change, in partnership with the World Economic Forum

2018

AUG – Released first UCT GSB case study in isiXhosa on Silulo Ulutho Technologies

SEPT – Launched the Impact Bond Innovation Fund, the first Social Impact Bond focused on Early Childhood Development in the Global South.

OCT – Appointed to the secretariat for the new National Task Force for Impact Investing

2020

APRIL – Launched the Green Outcomes Fund in partnership with GreenCape and the World Wide Fund for Nature South Africa (WWF-SA) and seeded through a design-thinking process with the World Bank Group.

JUNE – Co-hosted Youth Ecosystem Workshops with Lucha Lunako in Johannesburg and Cape Town



OUR WORK



SNAPSHOT OF THE BERTHA CENTRE

2 MOOCs
100,000
REGISTERED

250 AFRICAN
CASE STUDIES AND
ARTICLES PUBLISHED



R240 MILLION
TOTAL FUNDS RAISED



3 EXECUTIVE EDUCATION
SHORT COURSES

150
PARTICIPANTS



17 FULL-TIME STAFF

2 MAIN CAMPUSES

PHLIPPI VILLAGE

UCT GRADUATE SCHOOL OF BUSINESS
WATERFRONT CAMPUS

5 FOCUS AREAS

1.

SEEDING, DEVELOPING, AND
DIFFUSING ALTERNATIVES WITH
A TRANSFORMATIVE IMPACT

2.

CONNECTING THE DOTS TO FOSTER
RADICAL INNOVATION IN HEALTH

3.

USING FINANCE TO BUILD THE WORLD
WE ALL WANT TO LIVE IN

4.

SEEKING REAL CHANGE FOR YOUTH

5.

PUTTING THE POWER TO CHANGE
IN THE HANDS OF SCHOOLS



“The Bertha Centre has been a refreshing change for me coming from a more traditional corporate setting. I enjoy the open ended, blue sky thinking that comes with being part of the Centre and the opportunities to design my own project portfolio. The credibility that the Bertha Centre and UCT lends is a powerful tool that I often rely on to make meaningful connections with global and local leaders in the field. Overall, working at the Bertha Centre provides me with the space to do work that is altogether impactful and intellectually rigorous.”

Misha Morar Joshi
Senior Project Manager at GSB Bertha Centre

Superheroes
Transport





1

SEEDING,
DEVELOPING,
AND DIFFUSING
ALTERNATIVES
WITH A
TRANSFORMATIVE
IMPACT



THE SYSTEMS JUSTICE PORTFOLIO

The Systems Justice Portfolio established in 2015 offers refreshingly crisp advice to those wanting to change the world: imagine new possibilities, collaborate, and involve those closest to the problem in solving it. This simplicity is far from simple-minded or naive, however. It is born from almost a decade of wrestling with the complexities of social change, dismantling unjust systems, and developing, deploying and diffusing effective solutions to social and ecological issues in support of social justice.

Imagining new possibilities has never been more pertinent, nor more pressing, says Ncedisa Nkonyeni, outgoing Social Systems Innovation & Social Justice Lead. “Across the world, governments, businesses, and communities are struggling to meet basic needs while also attempting to address systemic inequalities highlighted by the global pandemic. But even before the COVID-19 crisis, it was clear that current systems are inadequate to deal with the most pressing problems of our times: climate change is accelerating and inequality is widening.

Social system innovation requires that the rules and status quo of power and exclusion are challenged by building new products, processes, and models that deliver greater social value and more just possibilities. And rather than looking North for answers, the Systems Justice Portfolio is embedded in the South, amplifying African influence in global systems thinking and practice through research, knowledge production, management, and teaching. “We want to transform the face of systems change academia. We want to harness the expertise of all those who are applying systems thinking in their work so that we can make our knowledge more robust.” says Ncedisa.

Imagining new possibilities is not the prerogative of a few, but the mission of many. Social transformation doesn’t happen in silos, and changemakers need more effective platforms for peer learning and collaboration to spark ideas and take change to scale. Multiple actors and institutions have to be part of systemic solutions. This means that collaboration is central to everything the portfolio does. It leads several projects to catalyse collaboration and build networks in the Global South, including Systems Play, a collaborative dedicated to building systems mindsets and practices that address unjust patterns with regional hubs in Africa, Asia, and Latin America; and Map the System, a global competition which encourages university students to utilise systems thinking to address current social, economic, and environmental challenges. UCT, with Bertha Centre support, has taken part in the competition since 2017.

SOCIAL SYSTEMS INNOVATION & SOCIAL JUSTICE REQUIRE THAT THE RULES AND STATUS QUO OF POWER AND EXCLUSION ARE CHALLENGED BY BUILDING NEW PRODUCTS, PROCESSES, AND MODELS THAT DELIVER GREATER SOCIAL VALUE AND MORE JUST POSSIBILITIES.

Part of these efforts naturally extend to “capacitating people and organisations and communities so that they themselves can build their own transformative capacity and adaptive systems,” says Ncedisa. “We believe those closest to the problems need to take power and be at the core of developing the solutions.”

To change the system, you also need to see yourself in the system. Ncedisa explains that this requires a level of personal awareness and a commitment to innovating from within. “To advance social justice you cannot leave your inner experience at the office or classroom door. We see from our context that heart competencies such as empathy are critical to transformative change and so have embedded them in our approach and our curricula. We encourage deep personal reflection and individual transformation. Now schools all over the world want to talk to us about it.”

“At Bertha, we also began exploring ways to challenge our own systems, including who participates, who teaches, and where we teach our courses. The establishment of a facility in Philippi Village in the heart of one of Cape Town’s disadvantaged township communities is one of the best expressions of this turning on its head the notion of where a business school should be and who it should be engaging with.”



10-YEAR MILESTONES



We launched 2 ground breaking courses: Systems Change and Social Impact Course and Transforming Change course, an Africa-based, capacity-building programme.



We pioneered a non-linear and multi-stakeholder teaching case method that was selected by organisers of the North American Case Research Association to form part of the 2020 conference programme as a panel discussion on teaching case writing and development.

Together with staff from the Marriott Protea Hotel that runs the UCT GSB campus, **we established the Amaqhawe Learning Collective** in response to the #FeesMustFall and #EndOutsourcing protests. Amaqhawe ran a pilot computer literacy programme in 2016 and again in 2017 that was delivered in partnership with social enterprise, Silulo Ulutho Technologies. **MoneyWise, a financial literacy and entrepreneurial MOOC** was developed in 2019 and launched in 2020 to extend Amaqhawe's reach.

We established the Rockefeller Foundation Global Fellowship Programme in Social Innovation in 2015 that supported innovators across various sectors.





2

CONNECTING
THE DOTS TO
FOSTER RADICAL
INNOVATION IN
HEALTH





THE HEALTH SYSTEMS INNOVATION PORTFOLIO

Africa has some of the most severe health system challenges in the world today, yet it also has many examples of healthcare innovation that are achieving the seemingly impossible. From treating people in remote areas via mobile phones to allowing patients to collect repeat medications without having to queue for hours each month, health innovation is saving more than lives — it saves on time and resources too.

Some of these innovations are using novel technology – notably mobile technology – while others are using new organisational models or market mechanisms, but what they almost always have in common is that they are developed in response to acute local challenges fuelled by healthcare disparities and driven by communities and frontline health workers.

“Traditionally innovation is approached in ways that often fail to give voice and value to those who are supposed to benefit from the innovation,” explains Katusha de Villiers, Health Systems Innovation Lead at the Bertha Centre. “As a result, these innovations can fail to meet real needs or are met with resistance from those tasked with implementation.”

Local innovations, by contrast, come from the ground up and are low-resource and culturally relevant and can enjoy local success and uptake. However, these are seldom widely disseminated or integrated within health systems, and typically fail to reach scale. It is really this that the Health Systems Innovation Portfolio is seeking to change.

“We believe that through inclusivity and collaboration, local social innovation in health can open the doors to broadscale systemic impact,” she says.

“Health care in Africa is facing a myriad of challenges in three major areas: the growing disease burden, systemic and structural challenges in service delivery, and societal challenges associated with poverty and unemployment. All of these challenges have been exacerbated by the COVID-19 pandemic, which has widened inequalities in healthcare across the world with the issue of vaccine access taking centre stage. Daunting as this is, reframing challenges as innovation needs can enable leaders, health workers, and citizens to see opportunities for co-creating new solutions.”

NO ONE ACTOR, NO MATTER HOW INNOVATIVE, CAN CHANGE THE SYSTEM ALONE, THE INTERACTION BETWEEN GOVERNMENT AND NON-STATE ACTORS AT ALL LEVELS IS CRITICAL FOR AN INTEGRATED AND EFFECTIVE DELIVERY SYSTEM. BY FOSTERING RADICAL COLLABORATION, WE CAN IMPROVE HEALTH CARE FOR ALL AFRICANS AT A FASTER PACE.

But creating successful health outcomes is complex and dependent on robust relationships between actors in the health ecosystem, from national departments of health to local health systems and community members, as well as private sector and civil society role-players. The Bertha Centre is perfectly positioned to bring all these parts of the ecosystem together, and through the health systems innovation portfolio, the Centre connects cross-disciplinary health practitioners and citizen changemakers to share their innovations. This in turn enables other communities, the country, and the continent to learn from their best practices. The Centre also links frontline changemakers with government and private sector role-players to help take things to scale.



10-YEAR MILESTONES



We launched the **Health Systems Entrepreneurship project** with funding from Johnson & Johnson in 2017. This three-year project provided support to five pan-African organisations that were using mobile technology to deliver quality services in remote communities. We provided grant funding, facilitated peer-to-peer learning visits, held symposiums, and research about the critical influencer roles that these organisations played as system innovators, promoting interorganisational collaboration and government integration to scale their success.



The **Groote Schuur Innovation Hub** was a spin-off of the hospital programme; a dedicated, pop-up space for innovation that helped connect frontline innovators and policy makers, consultants, and subject matter experts. Both an event space and a creative working space, the layout and furnishing were designed and chosen to spark and facilitate innovation.

In 2014 we launched the **Groote Schuur Hospital Innovation Programme** in partnership with Groote Schuur hospital with the aim of engaging and supporting hospital staff to develop and implement solutions to some of the hospital's challenges. Over R900,000 was distributed to 12 staff teams, leading to changes in how oncology patients are scheduled for treatment and the prototyping and development of a patient medication reminder and adherence tool.

We hosted the groundbreaking **Inclusive Healthcare Innovation Summit in 2014** to find, acknowledge, link and document South African health innovators. Our aim was to connect successful ideas, products, services and solutions to policymakers at all levels of government.

We published the **Health Innovators Review January 2014** to showcase examples of healthcare innovation on behalf of Groote Schuur Hospital to catalyse further investment.

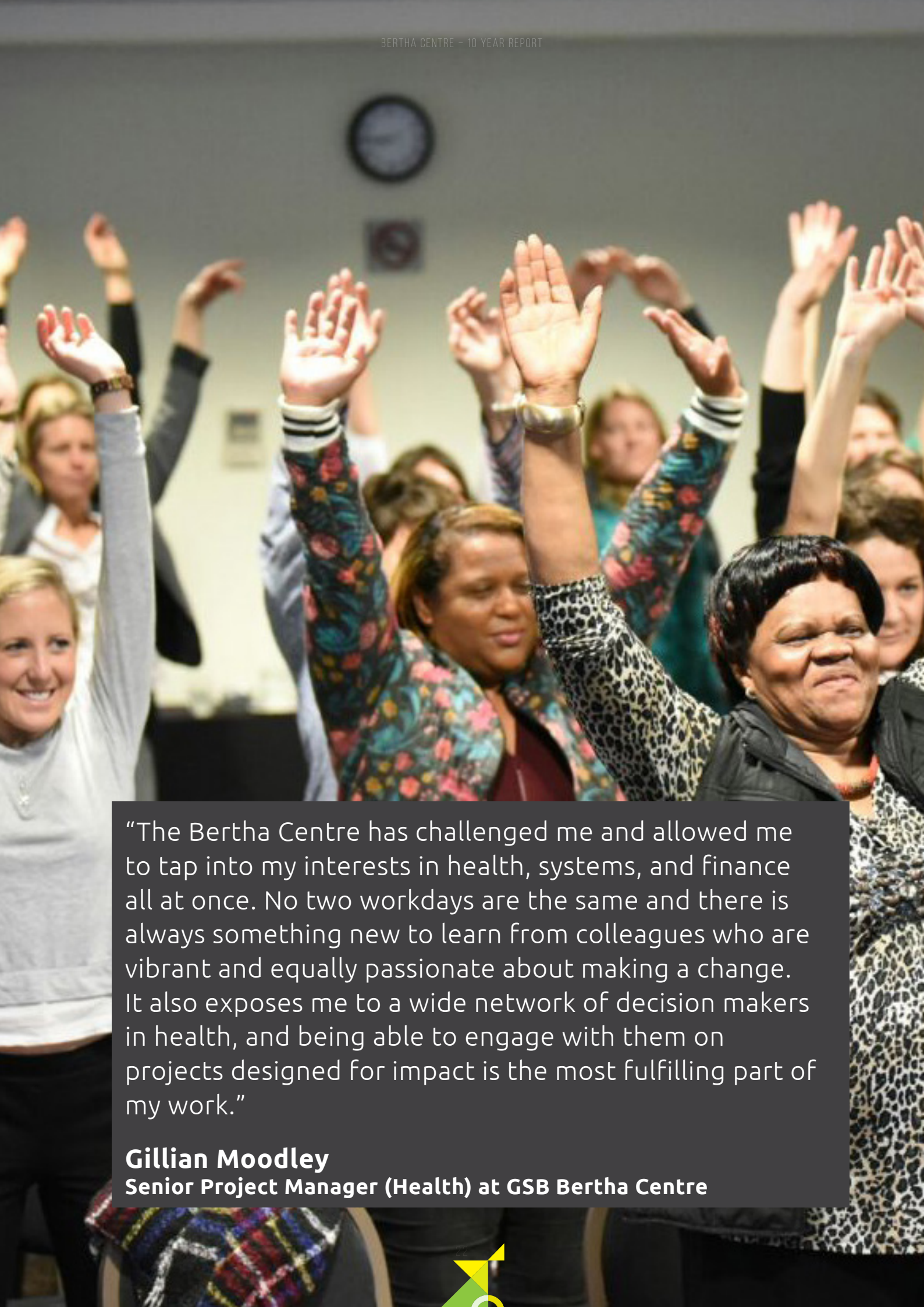
In 2021 we launched the **Executive Education Global Surgery course** to enable leaders in healthcare in the public, private and voluntary sectors to become change agents within their contexts.

We are collaborating with the South African Medical Research Council (SAMRC) to support public sector innovation with a focus on health financing, notably, developing the **Imagine Social Impact Bond** to improve HIV related pregnancy outcomes **for school-going adolescent girls and young women**.



In 2014, we helped **launch the Social Innovation in Health Initiative (SIHI), a consortium of partner institutions and a community of stakeholders** that included the Skoll Centre for Social Entrepreneurship at Oxford University, the London School of Hygiene and Tropical Medicine, and TDR, the UNICEF/UNDP/ World Bank/WHO Special Programme for Research and Training in Tropical Diseases.





“The Bertha Centre has challenged me and allowed me to tap into my interests in health, systems, and finance all at once. No two workdays are the same and there is always something new to learn from colleagues who are vibrant and equally passionate about making a change. It also exposes me to a wide network of decision makers in health, and being able to engage with them on projects designed for impact is the most fulfilling part of my work.”

Gillian Moodley

Senior Project Manager (Health) at GSB Bertha Centre





3

USING **FINANCE**
TO BUILD THE
WORLD WE ALL
WANT TO
LIVE IN



THE INNOVATIVE FINANCE PORTFOLIO

As a cornerstone of the international economy, the power of finance to create positive social and environmental change is increasingly being recognised.

“The last decade has seen the movement towards aligning investments around positive social and environmental impact soar,” says Tine Fisker Henriksen, outgoing Innovative Finance Lead. “Innovative finance, and impact investing in particular, is one of the greatest forces in challenging inequity, achieving social justice, and creating better environmental outcomes. In practice, that means intentionally investing public resources and private money in education, health, sustainability, and so on. It also means measuring the good our money has achieved, thus prioritising social and environmental returns as we prioritise financial returns.”

“Put simply, impact finance is about using all our resources, our pensions, our savings, and investments, to build the world we all want to live in – one that is greener and more equal.”

Barry Panulo who took over the leadership of the Innovative Finance portfolio in 2021 says that the unit is dedicated to developing the knowledge and tools to shape the future of finance and build an impact investing and innovative finance ecosystem in Africa. In the past five years it has built an unprecedented network, bringing governments, enterprises and investors together to explore ways to increase the supply of private investment for public good and connect investment strategies to the continent’s needs. For example, the Bertha Centre played a key role establishing Impact Investing South Africa (IISA), the national task force for impact investing and the first African member of the Global Steering Group for Impact Investing, for which it now serves as the Secretariat.

Designing, testing, and scaling innovative funding mechanisms has also formed a key part of the portfolio’s work, and the Centre has pioneered the establishment of two of South Africa’s first innovative

INNOVATIVE FINANCE, AND IMPACT INVESTING IN PARTICULAR, IS ONE OF THE GREATEST FORCES IN CHALLENGING INEQUITY, ACHIEVING SOCIAL JUSTICE, AND CREATING BETTER ENVIRONMENTAL OUTCOMES. IN PRACTICE, THAT MEANS INTENTIONALLY INVESTING PUBLIC RESOURCES AND PRIVATE MONEY IN EDUCATION, HEALTH, SUSTAINABILITY, AND SO ON.

finance structures (an Early Childhood Development Social Impact Bond and the Green Outcomes fund). The team also helps plug the gap in praxis by providing advisory services to several of South Africa’s largest financial institutions, developing case studies, knowledge briefs, and blended finance products, convening learning partnerships, and offering specialised short courses.

According to Barry, the work of the Innovative Finance team is needed now more than ever. While impact investing and other innovative financing mechanisms have gained traction, so has the urgency for addressing inequality and the climate crisis, especially in the wake of the COVID-19 pandemic.

“COVID-19 underlines the importance of action-driven policies that focus on social and environmental impact. The responsibility of the impact investment movement has never been so strong.”



10-YEAR MILESTONES



We pioneered an **Early Childhood Development Social Impact Bond Innovation Fund (IBIF)** in 2017. A first for the Global South, this outcomes-based financing mechanism was dedicated to improving early childhood learning and development in the Western Cape. The IBIF was the culmination of years of collaboration, pioneering research, design, and advisory support to the Western Cape Department of Social Development. The **R20.4 million, three-year facility** was targeted at two low-income communities in the province and **benefitted over 4,000 children**.



We function as the **Secretariat for Impact Investing South Africa**, a cross-sectoral initiative aimed at building the ecosystem to accelerate the deployment of capital that optimises financial, social, and environmental returns. Its vision is to achieve socio-economic justice in South Africa by building an inclusive and sustainable economy.

The **Green Outcomes Fund (GOF)** is another **first of its kind**. Implemented in partnership with GreenCape and the World Wide Fund for Nature South Africa (WWF-SA) and seeded through a design-thinking process with the World Bank Group, **the GOF incentivises and supports fund managers to invest in small green businesses that contribute to social and environmental outcomes**. Since launching in January 2020, the GOF has raised **R488 million for green small business, and R1.2 million for relief funding** for such enterprises during the COVID-19 crisis.

We launched the **Impact Investing in Africa Short Course in 2015**, which has hosted over 400 delegates, including fund managers, asset owners, consultants and other financial intermediaries to date.

In 2016, we published the **Innovative Finance in Africa Review** to showcase the trailblazers in innovative impact finance that have emerged across Africa over the past decade.

In 2020 we **developed the UNDP South Africa SDG Investor Map 2020, a tool to capture market-specific investment opportunities to advance the Sustainable Development Goals**. The map is aligned to the South African government's overarching objectives for reducing poverty, inequality, and unemployment, as outlined in the National Development Plan and the recent Economic Reconstruction and Recovery Plan, which was developed in response to the COVID-19 pandemic.

Social entrepreneurship has always been part of the Bertha Centre's mandate and **our Student Seed Fund creates a supportive ecosystem for early-stage social entrepreneurial ventures**. To date, **45 impact innovations** have benefitted from the fund with a total of **R2.3 million provided**. The Centre also initiated the Pathways to Funding Do-ference to grow this ecosystem with a focus on entrepreneurs from low-income communities. Our research conducted across the country has also provided novel insights into the experiences of social entrepreneurs and the obstacles they face in accessing funding and reaching scale. This is captured in our latest report **Understanding Social Entrepreneurs in South Africa: Experiences, Gaps and Opportunities**.

The **African Investing for Impact Barometer**, first published in 2013, provided a **valuable snapshot of the investing for impact market in Africa over five years**. It showed that over \$400 billion in financial assets have been directed to investing for impact in Southern Africa, East Africa, and West Africa.





4

SEEKING REAL CHANGE FOR **YOUTH**





THE YOUTH INNOVATION PORTFOLIO

One of the Bertha Centre's newer portfolios, the Youth Innovation portfolio was launched in 2018 to respond to the myriad of issues facing young people in South Africa today, specifically high unemployment, hopelessness and low skills. South Africa is home to 20.4 million youth (those aged 18-34), who make up nearly a third of the country's population. But they also account for nearly 60% of the total number of unemployed people in the country. Overall, a staggering 8.5 million (41.7%) of young people are not engaged in employment, education or training.

The Youth Innovation portfolio seeks to tackle these overwhelming statistics by finding effective, affordable, and inclusive ways to target young people, and to assist them in transitioning to further education and employment – or both. Its initiatives are mostly aimed at accelerating the uptake of solutions in low-income settings.

"In a nutshell we are working to create an environment in which young people have opportunities to improve their lives," comments Luvuyo Maseko, project manager of the Youth Innovation portfolio. "We do this simply, by helping them to develop skills in the crucial domains of social innovation, personal development, entrepreneurship, and workplace effectiveness."

Mindful that youth unemployment is inherently a systems challenge, the programme also takes an ecosystem approach by developing capacity within youth development organisations. In the past few years, it has forged a particularly effective alliance with youth development lab Lucha Lunako.

The Youth Innovation portfolio builds on the work conducted by the UCT GSB Solution Space within Philippi Village that services the communities of Philippi, Nyanga, Gugulethu, Mitchell's Plain, and Khayelitsha. From there it was a natural step to seek ways to engage with the youth in these communities more effectively, says Luvuyo. "We wanted to create a programme that would make an impact in the surrounding communities by developing the youth to be leaders within the community."

A MAJOR COMPONENT OF OUR WORK GOING FORWARD WILL BE THE BUILDING OF TRUST WITH YOUTH AND ORGANISATIONS WITHIN THE COMMUNITY. YOU NEED TO BUILD TRUST AND REALLY LISTEN TO PEOPLE IF WE WANT TO BUILD A STRONGER FUTURE TOGETHER.

That led to the establishment of its flagship three-month Philippi Village Changemakers Programme in 2019.

This will be one of several initiatives going forward. The Youth Innovation team will also continue to work with Lucha Lunako and other partners to develop relevant events and to develop and document the youth development ecosystem. The key outcome of this work will be a review of innovative practice and organisations working within the ecosystem. Further to this, the portfolio sits on the steering committee of the YD Co-lab, a recently set up initiative of youth development enthusiasts, ecosystem actors, organisations, and individuals committed to advancing a more effective systems response to advance the youth development agenda.



10-YEAR MILESTONES



Launched the **Philippi Changemakers Programme 2019** with 35 young leaders in the surrounding community to motivate and equip them with some basic organisational and business skills.

Co-hosted **Youth Ecosystem Workshops** in Johannesburg and Cape Town in 2020, alongside youth development lab Lucha Lunako targeting youth development organisations and young people who had attended the Philippi Changemakers Programme as a first step towards building an ecosystem of innovation that supports a young person's transition from education to employment.



Teamed up with Lucha Lunako to work on **COVID-19-specific initiatives** including conducting two surveys that looked at the impacts of COVID-19 on the work of youth development organisations, and on youth themselves.

Joined the **YD Co-Lab** – a collective of actors in the youth development ecosystem – where we are part of the communications and marketing team and the ecosystem mapping team that is researching the youth space.

Co-hosted a **podcast with Capacitate** geared towards helping organisations in the development sector understand and use technology better.

Launched and ran two iterations of the **Pathways to Information Event**, which aimed to help match South Africa's youth with relevant information to further their education and employment.



“Working at the Bertha Centre has been a breath of fresh air for me. Working with people who are so open to innovate, and fail, is something new for me. The work at the centre has also allowed me to verbalize what I always felt and knew about the way in which wider scale change can be achieved. Our emphasis on systems-led change really speaks to how I believe change can and should be achieved. The people aren’t that bad too!”

Luvuyo Maseko

Youth Development Project Manager at GSB Bertha Centre





5

PUTTING THE
POWER TO
CHANGE IN
THE HANDS OF
SCHOOLS



THE EDUCATION INNOVATION PORTFOLIO

The Bertha Centre has been described as a small catalyst seeking to bring about change in a big system. Nowhere is that challenge better understood than in the Centre's Education Innovation portfolio. One of the first portfolios launched following the establishment of the Bertha Centre in 2011, the portfolio seeks to understand the challenges within South Africa's beleaguered education system, support and develop innovative solutions, and share knowledge that will promote equitable access to quality education.

The portfolio is founded on the principles of research: both in terms of making contributions to, and effectively using, the evidence-base to understand what is working in the education space and to recognise the systems and power at play in order to improve learning outcomes.

"We are mostly operating as a 'one-step-back' player when it comes to strengthening the education system. Rather than working with learners directly, we aim to support educators, social change organisations, government officials, and funders working to strengthen schools," explains Louise Albertyn, who serves as education advisor and lead for the Education Innovation portfolio.

"I think where the power for change comes from is doing our best to develop and add to the tools in the hands of people who are best placed to bring about that change," says Louise. "Part of advocacy is equipping people, schools, and organisations to make better decisions by shining the spotlight on lessons and knowledge emerging across the sector."

THREE BIG GOALS INFORM THE WORK OF THE PORTFOLIO:

1. To promote better decision-making so that time, money and capacity is optimally deployed.
2. To grow the social justice conversation in schools to develop inclusive, just, caring, and engaging classrooms and schools where all children feel safe and empowered to enter the adult world with a sense of agency.
3. To build capacity to innovate in the education system and to find ways to do things in a positive and just way.

Within its broader mandate, the Bertha Centre brings certain strengths to bear. It serves as a bridge between new research, which is often inaccessible to schools and educators, and the application of this

PART OF ADVOCACY IS EQUIPPING PEOPLE, SCHOOLS, AND ORGANISATIONS TO MAKE BETTER DECISIONS THROUGH SHINING THE SPOTLIGHT ON LESSONS AND KNOWLEDGE EMERGING ACROSS THE SECTOR.

knowledge in the real world. "We are also located at the intersection of various stakeholders, including teachers, non-governmental organisations (NGOs), funders, and government. This allows us to ensure that when conversations are taking place, we seek to ensure that every stakeholder group is represented. For us, one part of advocating for change at a systems level is to see who's not in the room and to try to get them there," notes Louise.

Looking ahead, the education innovation portfolio will continue to interrogate its role within the education ecosystem with a goal to ensure that its research and evidence remains both accessible and relevant to the contexts and challenges of the South African schooling system. One pertinent area that will be explored further is the issue of supporting educators and school communities in having conversations around issues of race, belonging, gender, and power.

A dimension to the work of this portfolio has always been its willingness to innovate in scenarios where existing solutions do not work, and this will continue. "We have an appetite for innovation, and the risk and willingness to build trust that comes with that," says Louise.

10-YEAR MILESTONES



Launched **Classrooms for Change**, a professional development course aimed at teachers and hosted with partners Shikaya and Facing History. The course works to empower teachers and their adolescent learners to think critically about history.



Piloted the **Leading Innovative Partnerships in Extended Education programme** in 2017. The course has since run three times with co-convenor and adjunct faculty Dr Allistair Witten, in partnership with the Western Cape Government's After School Game Changer Initiative. To date, 105 education leaders from schools, government departments, and social purpose organisations have been equipped with the tools and frameworks needed to develop and sustain innovative partnerships that improve the holistic development of learners.

Established the **Schools Inclusive Governance Network (SIGN) workshop series** in 2018 to strengthen the working of school governing bodies by providing practical advice and support to advance social inclusion through policies and practices in schools. To date, 37 school governors have been trained.

Ran a **series of workshops on implicit bias and cultural intelligence in four cities across South Africa** in partnership with Shikaya where 300 members of school management teams reflected on the environments that have been created for young people in which to learn. The equipping component of the workshops focused on how biases can be overcome to develop a school environment embedded in the principles of cultural intelligence and emotional literacy.

Gave **103 young people in Philippi Village** educational and employment opportunities through the Pathways to Information initiative in 2019.

Responded to **racism in schools and engaged with more than 2,000 people** through a series of online seminars held during the 2020/2021 COVID-19 pandemic.

Published the **first South African Education Innovator's Review** in 2015 to celebrate innovations that have a proven positive impact, and have scaled to increase the reach of this impact. We spent time with the implementers to move beyond a clinical analysis, to extract and understand their insights gathered through implementation, and to identify what works and why.





VIEWS FROM OUR STAKEHOLDERS



WHY EVERYONE NEEDS TO ATTEND A SYSTEMS THINKING AND COMPLEXITY COURSE

In South Africa today, there are things that just suck the air out of the room. All the time. Corruption. The energy crisis. Poverty. And now add COVID-19. But complexity and systems thinking can help us to find our way through the maze — towards a more just and equitable world, writes **Nina Callaghan**, researcher at the Centre for Complex Systems in Transition at the University of Stellenbosch and Bertha Centre collaborator.

A few years ago I was lucky enough to attend the Systems Change and Social Impact course at the Bertha Centre. At the time I was looking for new ideas; my thinking felt stale and I was looking for a community of people grappling with the same issues I was. The course gave me so much more than I bargained for. It blew my mind and opened my eyes to a whole new way of approaching societal problems, and I wanted more. It was like a lick of an ice cream – it really ignited my passion to study and to keep going with the work I was doing.

I was struck by the deep investment the lecturers had in social justice and in taking a more compassionate and considered approach to social development. This is not an easy field in which to work. It can be hard not to feel overwhelmed by the challenges we face on a daily basis. For instance, take a scenario where a community loses their pristine land due to a developer making a questionable deal with a chief, who may have accepted a bribe. There are many layers to such a case, from land use and history to environmental imperatives and the economic and financial implications of land development. How does one even start to unpack such a situation, let alone find a solution that works for all parties?

There is a reason why words like “complexity” and “systems thinking” frighten a lot of people. But they are actually simple concepts to wrap your head around. The Bertha Centre’s Ncedisa Nkonyeni and Cynthia Rayner point out in a recent editorial that, “Shutting down is an all too common human response to complexity, and we increasingly see it at work in a polarised world where issues such as climate change and racial injustice seem to paralyse us rather than activate us.”

A KEY TAKE-HOME MESSAGE FROM THE BERTHA CENTRE’S COURSE FOR ME WAS THAT WE ARE ALL PART OF THE SYSTEM, SO WHAT WE DO INFLUENCES OTHER PARTS OF THE SYSTEM. WE NEED TO TAKE RESPONSIBILITY FOR WHO WE ARE AND WHAT WE ARE DOING AND HOW WE CAN CHANGE. THIS MAY MEAN WE NEED TO LET GO OF IDEAS WE WERE INVESTED IN, BUT THAT ARE BLOCKING CHANGE.

But systems thinking can give us a compass with which to navigate complexity. It is a tool that can help us to understand how interconnected systems are and to see that problems cannot be fixed in isolation, they need the input of multiple actors and perspectives. The pandemic has highlighted this extremely well – a failure in one sector leads to breakdowns in other areas. One decision can ripple through entire systems, causing wide-ranging and often unanticipated changes.

A key take-home message from the Bertha Centre’s course for me was that we are all part of the system so what we do influences other parts of the system. We need to take responsibility for who we are and what we are doing and how we can change. This may mean we need to let go of ideas we were invested in, but that are blocking change.



It invariably involves coming to a place of empathy. Welcoming other perspectives and points of view can open the door to answers.

The Bertha Centre as an institution has a fundamental role to play in introducing more people to these tools, and in offering educational programmes on social innovation and inviting people from all walks of life to really engage with the issues. The Centre also has tremendous convening energy, and is perfectly placed to bring people together from disparate walks of life to have interesting and game-changing conversations around activism and advocacy, innovation and social justice.

There is a lot of work to be done, and what we don't often acknowledge as individuals and institutions is how much trauma we all carry. It's a little bit of a cliché, but you can't give other people what you don't have. As educators, researchers, and activists we need to reflect constantly on our own healing and practices, so we come to these sessions with the right energy and mindset. As Cynthia and Ncedisa say, "We need to make an active choice to develop our transformative muscle, individually and collectively, if we are to stand a chance of bringing about real and meaningful change."



TAKING STOCK OF OUR ADVOCACY STRATEGY

In pursuit of its social justice goals, the Bertha Centre is adopting an advocacy strategy that plays to its strengths — that of convener, influencer, critical friend, and changemaker – says **Ntombini Marrengane**, Senior Manager at the Bertha Centre.

Advocacy comes in many shapes and sizes. There are organisations who are said to ‘whisper’ at those they wish to influence, and those better known for a more combative approach.

The most successful organisations are often those with a variety of tactics in their advocacy playbook. Take Equal Education for instance; an organisation as comfortable sitting down with state officials in collegial deliberation as it is breaking out the protest placards and taking the government to court, as it effectively did when the Department of Education suspended the National School Nutrition Programme during early lockdown last year.

At the Bertha Centre we have adopted a variety of techniques in our advocacy work over the years, but we are now moving towards a more structured and strategic approach. This will allow us to continue to be experimental and flexible in our pursuit of ambitious social justice goals – from shaping policy to bringing about behavioural and systems change – but also to ramp up our advocacy ambitions.

The areas in which we have taken active roles – from health and education to youth development, systems change, and changing the face of finance – speak to the broad scope of our ambitions. As does the range of institutions and organisations with whom we engage and partner: government departments, international bodies like the African Union, a sweep of local and global donors, private businesses of all sizes and international reach, and grassroots NGOs that don’t have the privilege of our networks and relationships – not to mention organisations similar to ours.

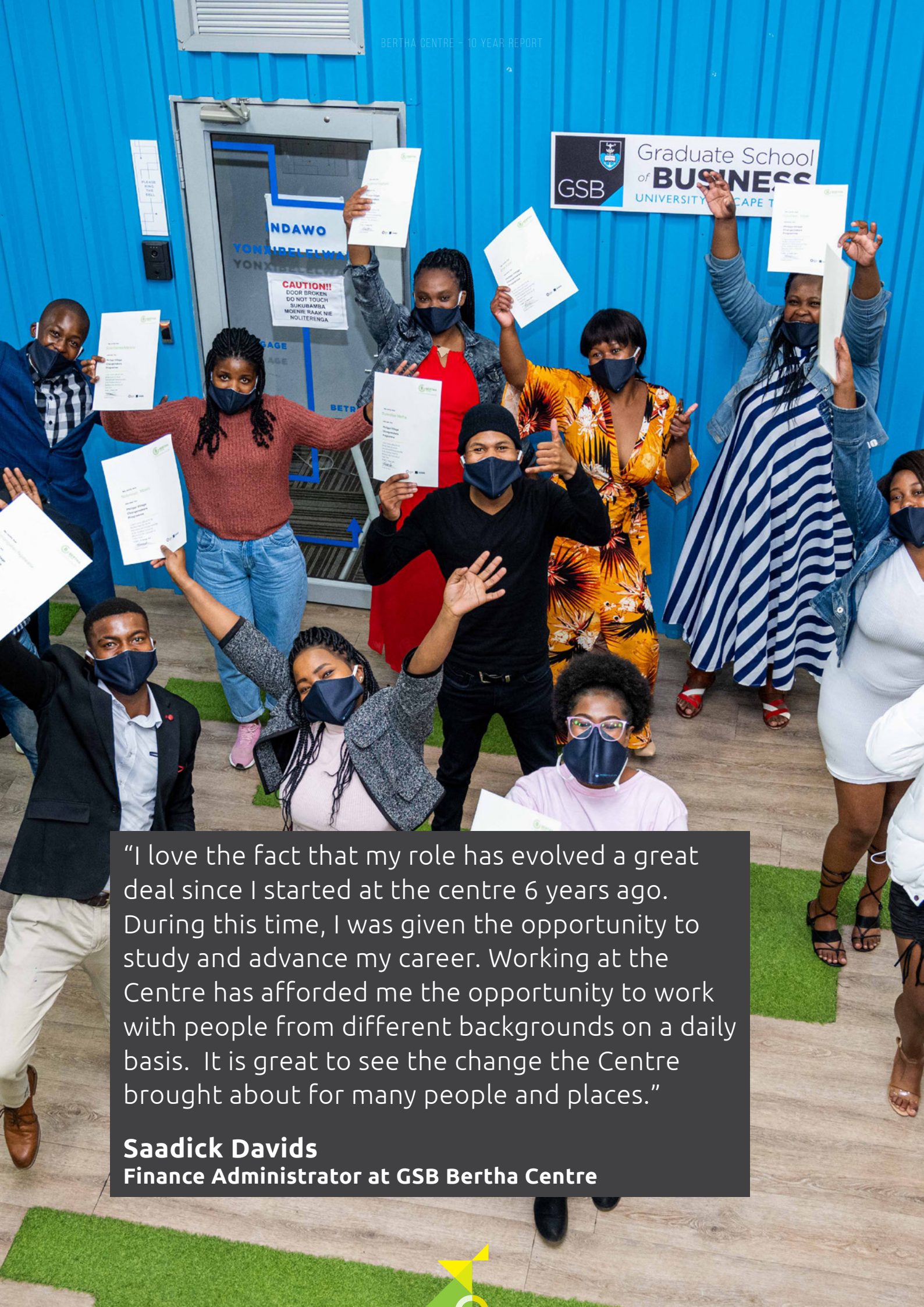
We pride ourselves on maintaining strong partnerships and relationships across such a spectrum of stakeholders, and in a recent survey, external and internal stakeholders agreed that the Centre is highly regarded for its ‘impact and relationships’ as well as its ‘convening power’.

WE WANT TO CHANGE HEARTS, MINDS, AND ECOSYSTEMS AND WE HAVE BOTH THE REACH AND UNDERLYING RESEARCH DEPTH TO HELP US ACHIEVE THIS. RATHER THAN POSITIONING OURSELVES AS A VOCAL CRITIC OR WATCHDOG, OUR ADVOCACY ROLE, WE THINK, IS PREDOMINANTLY AS A CONVENER, INFLUENCER, CRITICAL FRIEND, AND CHANGEMAKER.

As we have started to explore more deeply what advocacy means to us, we’ve come to realise that we need to play to these existing strengths. We want to change hearts, minds, and ecosystems and we have both the reach and underlying research depth to help us achieve this.

Rather than positioning ourselves as a vocal critic or watchdog, our advocacy role, we think, is predominantly as a convener, influencer, critical friend, and changemaker. Our approach is evidence-based, driven by collaboration, and aims to empower people through social justice initiatives.

We as the Bertha Centre have always been highly motivated to make a positive difference, and as the Centre celebrates its 10-year anniversary, this energy and determination is stronger than ever. There can be no doubt for any of us that the world is in a precarious state, and as we turn our attention towards the future, we want to redouble our efforts to ensure that the impact of our work is felt and understood in the places where change can be enacted.



“I love the fact that my role has evolved a great deal since I started at the centre 6 years ago. During this time, I was given the opportunity to study and advance my career. Working at the Centre has afforded me the opportunity to work with people from different backgrounds on a daily basis. It is great to see the change the Centre brought about for many people and places.”

Saadick Davids
Finance Administrator at GSB Bertha Centre



CHANGING THE WORLD, ONE CHANGEMAKER AT A TIME

Fergus Turner, Scholarship manager and advisor at the Bertha Centre and former Bertha Scholar, explains how the Bertha Centre’s Scholarship Programme supports a network of social innovators ready to tackle the most critical social justice concerns.

As Mandela once said, “It always seems impossible until it is done.” Sometimes you just need one person to show the rest of us what is possible. The first to clear a high-jump bar ‘backwards’. The first to run a marathon in under two hours. The first to say that Earth moves around the sun and not vice versa. The first to say no, they won’t move to the back of the bus.

That spirit of setting a new – and better – course is what enlivens the Bertha Centre’s Scholarship Programme. We’re creating a critical mass of changemakers who, through their vision and actions, demonstrate that the impossible is merely an imaginary hurdle to be cleared on the way to creating significant and lasting impact. The Programme also aligns with the overarching aims of the Bertha Centre and the Bertha Foundation, which is to inspire and support leaders who are catalysts for social justice.

First established in 2011, the Bertha Centre Scholarships – of which I am a past recipient – are offered to innovators, entrepreneurs, out-of-the-box thinkers, system-entrepreneurs, social activists, and cross-disciplinary candidates who are actively involved in the exploration of social, environmental and/or economic justice, and are adopting innovative approaches to tackling these issues.

To date, the Centre has awarded 93 Bertha Scholarships (around R11 million) to students from across Africa. The vast majority choose to study either an MBA or an MPhil specialising in inclusive innovation at the UCT GSB, although we have also helped fund three PhD Scholars, one student on the Postgraduate Diploma in Business Administration and one on the Raymond Ackerman Academy of Entrepreneurial Development.

It must be pointed out that we seek out individuals who aren’t focused solely on advancing their careers, but instead are planning to use their studies and qualifications as catalysts for greater impact and

WE’RE CREATING A CRITICAL MASS OF CHANGEMAKERS WHO, THROUGH THEIR VISION AND ACTIONS, DEMONSTRATE THAT THE IMPOSSIBLE IS MERELY AN IMAGINARY HURDLE TO BE CLEARED ON THE WAY TO CREATING SIGNIFICANT AND LASTING IMPACT.

innovation that drives systems justice – solutions that contribute to the lasting transformation of unjust systems.

The scholarships serve multiple purposes, and one very important role is to help diversify the student body at the UCT GSB by offering those who otherwise might not have been able to study at this top-ranked institution the opportunity to do so. We believe that a diversity of viewpoints, perspectives, and experiences is imperative if we are going to make lasting changes across society.

More than financial resources and access to a top academic programme, we offer our Scholars access to a range of networks at the UCT GSB, including alumni from other programmes at the school. We are actively building an ever-growing community of social innovators across the continent to connect Bertha Scholars from different years and support them in making the Bertha Scholarship community a catalysing network for systems justice. As a collective, our hope is that this group can begin to steer systemic change and social innovation.

The COVID-19 pandemic has underlined the urgent need for bold changes in our society and economy. It quickly became clear that it was the already vulnerable who disproportionately bore the



economic brunt of lockdowns, and we also learned that the disease hit poorer communities the hardest, the consequence of a long history of structural disadvantages that rendered such communities particularly susceptible.

But the pandemic also sparked a deeply compassionate – and innovative – response from actors in the state, the private sector, and civil

society who stepped up, often working together, to mitigate the impact of the disease in creative and inspiring ways.

Our challenge now is to make that innovation part of our new normal. And who better to lead this shift than a dedicated network of Bertha Scholars who, from the get-go, embrace innovation in pursuit of social justice?



93 SCHOLARSHIPS AWARDED
TO MBA, MPhil AND PhD
STUDENTS FROM 16 COUNTRIES

R11 MILLION
IN SCHOLARSHIPS FOR SOCIAL
INNOVATORS ON THE AFRICAN
CONTINENT



PHILIPPI VILLAGE: SHAKING UP HOW THINGS ARE DONE AT A UNIVERSITY

Six years ago, the UCT GSB Solution Space became an anchor tenant of Philippi Village, an experimental entrepreneurial hub that sits at the intersection of Nyanga, Gugulethu, Mitchell's Plain, and Khayelitsha — some of the most impoverished areas in Cape Town. **Ntombini Marrengane** spoke to Bushra Razack, who joined Philippi Village as CEO in 2019 to reflect on the journey so far — and what is still to come for this unique community resource.

When the UCT Graduate School of Business announced that it was going to set up a permanent education space at the Philippi Village, a new and experimental community hub that aimed to create economic opportunity for people excluded from the mainstream of development, it was more than just a new venture. For UCT as a whole, this was an historic move. The UCT GSB Solution Space at Philippi Village is the first community campus established by the university in its 179-year existence. And it sent a loud message about the business school's intentions to shake up how things were done at a university; who taught what and to who.

At the time the intention was to “deepen the roots and relevance” of the UCT Graduate School of Business. Since then, the benefits have flowed both ways – enriching the lives and learning of UCT students, visiting international students, and professionals attending university courses, while also opening up opportunities for small business owners in the community. To date, more than 100 workshops and educational programmes have been held there, attended by upwards of 3,000 people.

The space is evolving all the time. The 6,000m² mixed-use space also houses organisations such as Annova and the Desmond Tutu HIV Foundation, along with SETA training facilities, a public library, and a retail section in the Philippi Village “Container Walk”. Very importantly, the Village is building stronger ties with the communities within which it is situated. This has been a top priority for Bushra Razack, who joined Philippi Village as CEO in 2019. “We wanted to create a community-focused space that allows the people who live and work in the area to be an active part of its design, development and operations,” she says. “The focus is on how Philippi Village can use its facility, infrastructure and programmes to create a more relevant social impact for the community.”

Working with the Bertha Centre, the Philippi Village team, and other partners, one of

THE BERTHA CENTRE SOLUTION SPACE AT PHILIPPI VILLAGE IS THE FIRST COMMUNITY CAMPUS ESTABLISHED BY THE UNIVERSITY IN ITS 179-YEAR EXISTENCE. AND IT SENT A LOUD MESSAGE ABOUT THE BERTHA CENTRE'S INTENTIONS TO SHAKE UP HOW THINGS WERE.

Bushra's first acts as CEO was to spearhead a comprehensive community mapping exercise; young data collectors from the Youth Changemakers Programme worked with Philippi Village to map out the needs, skills, and resources in the surrounding community. This allowed Philippi Village to start thinking through what type of infrastructure and programming would be needed to create a safe and meaningful place for community, tenants, and partners alike. A list of community priorities was established and shared and tested with the broader community through a series of events and public participation processes. Priorities included a need for better communication and social networking opportunities for community members, as well as legal and other social services. People also asked for Wi-Fi services, programmes and support for mothers, sports development, job creation, parks and recreational opportunities, farming opportunities, improved safety, art, and music.

To help make all these a reality, Bushra has taken steps to make sure that people feel safe, starting by appointing a new security partner with an integrated approach to safety which seeks to address the underlying drivers of crime and violence in the area and shares the Philippi Village's commitment to

community participation. “For any of the physical and social programmes to work, Philippi Village needed to be a place that people felt safe in and proud of,” she says.

A Community Engagement department has also been established to foster and advance trust between the Philippi Village and various stakeholders – including tenants – and increase public confidence in the facility. “Throughout it all,” continues Bushra, “the Bertha Centre has been an important part of the journey, and the relationship is steadily becoming stronger, more focused and more collaborative.”

Solange Rosa, Bertha Centre Director agrees. “The Philippi Village is one of our most important stakeholders,” she says. “And the Bertha Centre is very clear that if we want to make an impact and

THE BERTHA CENTRE IS VERY CLEAR THAT IF WE WANT TO MAKE AN IMPACT AND ACHIEVE LASTING, SUSTAINABLE CHANGE, WE NEED TO CONTINUE TO THINK BIG AND TAKE CHANCES – TOGETHER.

achieve lasting, sustainable change, we need to continue to think big and take chances – together. We know that there are many people working in Philippi Village who are as passionate and impatient as we are to build a more sustainable, inclusive, and kinder world where everyone has opportunities, and no-one is left behind.”



INNOVATIVE THINKING SHOULD SCARE US

We need to take a radical look at how we approach the social justice and development challenges facing South Africa, says **Lorenzo Davids**, CEO of the Development Impact Fund and former CEO of the Community Chest, who is also a board member and former student of the Bertha Centre.

As a country, we have come a long way since the birth of our democracy in 1994. It is a moment I will never forget, entering a polling booth at 11:55 am on the 27th of April to vote for the first time in my life. Since then, thousands of others have actively been involved in trying to address the wrongs of the past and to create the kind of future that we all want for ourselves and our children. But the challenges we face are substantial and they are wicked – they grow like weeds in the gardens of our dreams and they stubbornly refuse to be rooted out.

To make the necessary deep progress towards social justice and embrace the ideals of human rights, human dignity, human access, and human freedoms, we need to be prepared to think and act more radically. We need to lean towards risk instead of playing it safe – which is often the preferred position of funders and donors. When we talk about innovation and social justice, we have to accept that an element of risk is unavoidable. We have to be willing to leap into the radical unknown and be open to failure in order to learn from it.

In my current role as CEO of the Development Impact Fund, when I talk to organisations about funding and innovative finance, I like to ask them to take me to the ‘room of the things they don’t know’. Because it is in this place, where vulnerability and discomfort exist, that true innovative thinking can happen, where the conversations go in unexpected but necessary directions.

This kind of approach can thrive at the Bertha Centre, where the principles of social justice and innovation are baked in and the mandate to push the boundaries is there. And because of its links to a public institution — the UCT GSB — stakeholders can come together to deliberately engage with the things we don’t know; the institutional challenges, the bureaucratic hindrances, entrenched policy, and financial and ideological constraints, while also grappling with the paradigms and mindsets that need to shift to bring about change. I’d like to think that the Bertha Centre is a space where brave ideas, uncertain insights, and untested information can all enter in and find there’s a conversation to be engaged in. It’s a space to sit and listen, talk, learn, and teach.

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In many ways, the Bertha Centre is itself an innovation of identity. There is a thinking about identity and purpose that goes beyond traditional methodologies and curricula. Its wisdom resides in knowing how to walk the line between driving social justice while engaging institutional designs as well as recognising existing relationships and knowledge and how it can be used and transformed by bringing in experiences of those on the margins. And it has been fearlessly innovative in so many ways already. It opened a campus of the top university on the continent in the under-developed community of Philippi Village on the Cape Flats. It has partnered with organisations founded by reformed gangsters – entrepreneurial beacon of hope RLabs, which has gone on to win multiple awards and has been recognised by the UN for entrepreneurship and development.

In a time where we increasingly need to become agile and responsive to the world we live in, we can’t afford to be complacent. We need to get out of our comfort zones. Innovation and social justice are not about salving our consciences by helping the less fortunate; they are part of the critical architecture of a more equitable world. We have to build a room in which voices become words, and words become innovative pathways and those pathways lead us to a just future. That’s the energy and vision that drives the Bertha Centre.

