



# Bertha Centre for Social Innovation & Entrepreneurship

Annual Report 2022

*changing the way we're changing the world*



UCT GRADUATE SCHOOL OF BUSINESS



**BERTHA**  
FOUNDATION



Graduate School  
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UNIVERSITY OF CAPE TOWN





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# Director's Note

Africa's many pressing socio-economic and environmental challenges need urgent solutions, and tackling these issues requires a special brand of innovation and entrepreneurship. Creative, out-of-the box thinking, at a systemic level, to deal with the problems and potential solutions is also imperative. Importantly, we need to find and execute solutions collaboratively because true entrepreneurship is not only about taking action to implement ideas – it is also about the way we do it: the way we connect with other people, find resources, as well as promote those solutions. This requires a particular entrepreneurial mindset, one that empowers people to believe in their abilities to make a difference and have a social impact.

Social innovators and entrepreneurs are an essential lifeline in the social impact sector as they continue to work hard to take on the breadth of challenges faced all over the continent. Examples abound, including the incredible work ground-led movement of Community Action Networks (CAN), which emerged across the country when

COVID-19 hit and people were suffering economically, going hungry, and lacking health and education facilities. These networks showed true innovation, empowering people with necessary support at a very difficult time. However, the challenges exacerbated by COVID-19 are still with us – and even more resources, momentum, and collaboration between the private sectors, the non-profit sector, and the public sector are needed to address them. Such a collective impact, as opposed to addressing problems in a singular, siloed fashion, is what makes all the difference in addressing social challenges.

As Africa's first specialised centre dedicated to the advancement of social innovation and entrepreneurship, the Bertha Centre has made great strides through our strategic objectives. These objectives are key to delivering our work in the priority areas of health, finance, youth development, systems justice, and, increasingly, climate justice. While our objectives frame our focus, our strategy periodically drives our outcomes.

The Bertha Centre's five-year vision and strategy (2022-2026) speaks to what we want to achieve within the broader ambit of social justice and the way we want to do it. We are invested in: (i) capacitating to train changemakers, (ii) transforming the way resources are used for social good, (iii) working in collaboration with partners, and (iv) being a thought leader for social justice.

We use impact investing to identify private capital for particular projects with a public benefit, in the full knowledge that there are limited financial resources within the public sector. And I am pleased that we are developing a momentum around impact investing where a growing number of private sector players are coming on board. Impact Investing South Africa (IISA), an entity set up to advocate for impact investing by the private sector, is gaining ground as partners in other African countries set up similar entities to also promote more private capital into public good in their locale. The movement is growing!

Nevertheless, our journey as pioneers predates impact investing. The Bertha Centre was one of the first institutions in the world to make social innovation and entrepreneurship a core elective of the Master's in Business Administration (MBA) programme at the University of Cape Town (UCT) Graduate School of Business. We were driven by the belief that MBA students are members of society who will go out into the world to implement their ideas and initiatives, using the business skills they've learned in the MBA. Our mission is to try to instil a mindset of responsibility towards improving society and an understanding that learned skills in social innovation, social entrepreneurship, and systems justice are key tools towards creating a more just society. All business schools should have this social impact focus – and to see that there is growing recognition on this matter by business schools around the world, and in the business world in general, is encouraging.

Similarly, the growing consciousness of the power of social innovation and the key role that bottom-up, community-centred solutions can play is reaffirming.

Over the next five years, our commitment to building partnerships with like-minded African and global South entities will only grow stronger. We will continue to advocate for social change and social justice as thought leaders in the public domain. With a wonderful team of self-driven innovators and a network of inspiring partners, we will also continue to promote the Bertha Centre as a renowned touchpoint for remarkable innovation in the social space in South Africa, with a view to increase our reach into other parts of Africa.

As a collective, we should all work towards social good, particularly in a world where there is still so much inequality and discrimination. Social justice is an outcome we should all want to achieve.



**Dr Solange Rosa**  
Bertha Centre Director

# Overview

After more than a decade of operation, the Bertha Centre for Social Innovation & Entrepreneurship has made tremendous progress in establishing itself as a leading academic centre committed to the advancement of social innovation and entrepreneurship for social justice.

The world, however, continues to change. Technology is disrupting traditional industries, climate change is impacting ecosystems and livelihoods, and the COVID-19 pandemic highlighted the social inequalities that persist across the globe, and specifically in South Africa.

As the Bertha Centre, we are convinced that these developments show that our work is more relevant and urgent than ever. Social innovation, social entrepreneurship, and systems justice are critical tools to create a more just society – particularly in Africa. The United Nations (UN) expects economic growth on the continent to weaken to 3.8% in 2023 from 4.1% in 2022 due to falling exports, tepid investment, a sharp rise in global inflation, higher borrowing costs, and adverse weather events.<sup>1</sup> It also anticipates that low and falling growth in income per capita will further entrench

poverty in Africa and prevent countries from accelerating progress towards the UN Sustainable Development Goals (SDGs).

In 2022, we made significant efforts to deliver on existing work programmes while putting additional work into fundraising across portfolios to ensure the stability and sustainability of the Centre. Some of the many highlights include the Centre's annual scholarship programme, which has given one MBA scholar and six MPhil in Inclusive Innovation scholars the opportunity to deepen their research and thinking. The Centre also held its Change-makers Programme, in partnership with the Solution Space, at Philippi Village. This programme fosters social enterprise through a targeted curriculum that encompasses mental well-being and entrepreneurship for young people.

Meanwhile, the Innovative Finance Portfolio has added three new projects to their workstream: the NORRAG project, the Catalytic Capital Course, and a Development Finance institutions' research project. The NORRAG project explores the contribution of innovation in education financing to enhance access, while the Catalytic Capital Course,

<sup>1</sup> <https://www.un.org/africarenewal/magazine/january-2023/africa-economic-growth-decelerates-full-recovery-pandemic-led-contraction>







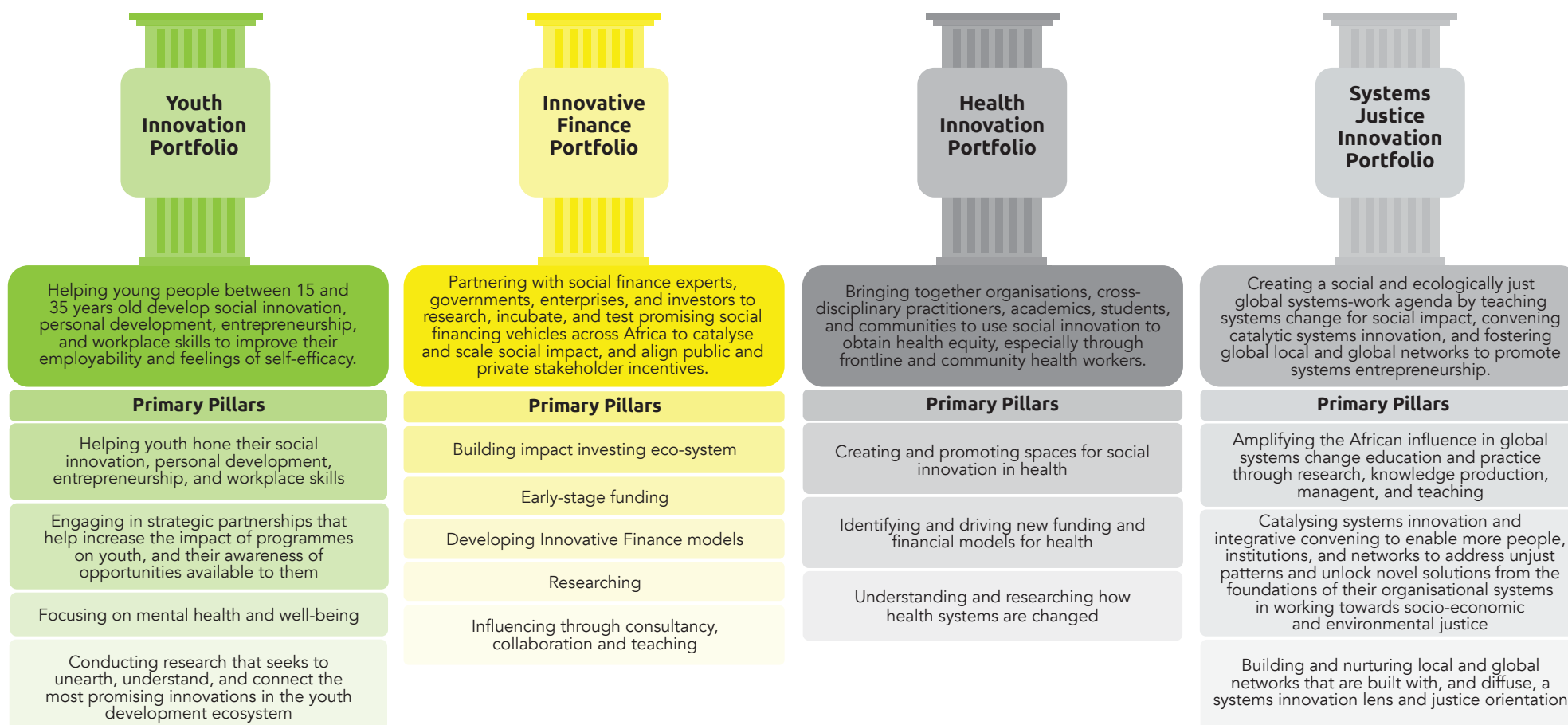
delivered as an instructor training programme, will draw on research from multiple institutions, including the Catalytic Capital Consortium, on how entrepreneurs in the global South can leverage catalytic capital to create positive impact in developing and emerging markets.

We have also been working with Impact Investing South Africa (IISA) to analyse South Africa's just energy transition, with the aim of building a common picture from which to enhance co-ordination and catalyse strategic climate justice interventions from all role players. In 2022, we also released the Green Outcomes Fund (GOF) External Knowledge Report, which detailed the 40-plus lessons gleaned during the two-year pilot project, launched in 2020. A collaboration with Green Cape, the Jobs Fund, and the World Wide Fund for Nature South Africa, the fund was an innovative tool aimed at encouraging investment in South Africa's green small-, medium-, and micro-enterprises (SMME) economy, and addressing challenges for stakeholders across the green SMME investment ecosystem.

As the world heads into an uncertain future, our vision – and our role in achieving this – remains ever more steadfast: a more just society and an inclusive, sustainable economy driven by social innovation and entrepreneurship. This will require bold thinkers who tackle systemic challenges with innovative thinking. We at the Bertha Centre are proud of our role in helping to enable these changemakers. And as we eye the horizon, we are excited about scaling our impact while attracting resources and partnerships based on our track record and vision of the future.

# Strategic Priorities: Four Objectives to Advance Change

The Bertha Centre works across four focus areas – Youth, Finance, Health, and Systems Justice – to foster out-of-the-box and inclusive thinking, with a firm eye on our overall mission of effecting social impact in Africa and a growing emphasis on climate justice. We are consistently adding new projects to each portfolio as we strive to be catalysts for change through pioneering, exploring, testing, and scaling innovative initiatives with our various partners. As we strive to realise our vision of a more just society and inclusive, sustainable economy, we have identified four key strategic areas on which to focus in the next five years. These priorities are central to the delivery of the Centre’s work across portfolios.







# Strategic Priority 1: Increase the Number of Changemakers Having a Systemic Social Impact

Innovation and change cannot happen in isolation, and diversity enriches dialogue and results in powerful solutions. To help catalyse this, the Bertha Centre is committed to growing a diverse community of 5,000 changemakers creating systemic impact across the continent over the next five years.

## Another Strong Year for the Bertha Scholarship Programme

One way in which the Centre is doing this is through the Bertha Scholarship programme. This is offered to innovators, entrepreneurs, out-of-the-box thinkers, system entrepreneurs, changemakers, social activists, and cross-disciplinary candidates from any field – provided they are actively involved in the exploration of social, environmental, and/or economic justice using innovative approaches.

As part of our initiatives for 2022, seven scholars were awarded Bertha Scholarships to expand their work in their respective fields.

1. Mdongwazi Willie Mathye (MPhil)
2. Nguvijita Kamenjono (MPhil)
3. Moaraoetsi Rakuone (MPhil)
4. Morné Kahts (MBA)
5. Nontuthuzelo Nikiwe (MPhil)
6. Prashana Rampersad (MPhil)
7. Velakhe Mbingo (MPhil)

[Please navigate to this webpage to find out more about our 2022 cohort.](#)

For 2023, we are offering eight scholarships, with recipients selected on the basis of their track record of social justice, innovation, and entrepreneurialism in their work experience. We support scholars financially so they can take time off work to study and forge connections with the growing network of African changemakers. And every year, we continue growing our scholar community, which currently sits at about 100 scholars from around the world.

## Top Honours for the Map the System Global Competition

Map the System, a global competition run by the Skoll Centre of Entrepreneurship at the University of Oxford, was launched in 2015 to change conversations around and approaches to social impact education. The competition attracts students from across the world and challenges them to devise holistic solutions that can drive social and environmental change. More than 1,000 teams, from 45 universities, took part in the competition in 2022, with teams from 64 international universities going head-to-head in the final round.

The Bertha Centre and the University of Cape Town's (UCT) team, Finclusive, secured the competition top spot for 2022- a first for a team from Africa. Our winning team, Finclusive, comprised three development finance master's students: Janine Rutsch, Makhadze Baloyi, and Lauren Fray. Their project focused on financial exclusion in the South African mortgage provision, specifically the identification of the erasure of "missing middle" households which fuel further inequality in the country. Describing the impetus for their study, Rutsch told UCT News: "The missing middle is nearly 30% of South African households. We all have close family members, friends, and colleagues who are affected by it."

Their project findings highlight access to financing as key for homeownership, which in turn enables wealth accumulation and upward mobility. These benefits culminate in greater income equality, which has huge positive societal impact.

Their work encourages the development of innovative financial instruments to fill the gap in the market and to entirely de-risk or reduce perceived risk of this gap in the market.

## Pouring Into the Youth With the Changemakers Programme

Our two-month Changemakers Programme is another valuable priority initiative, which was started in September 2022. In partnership with the UCT Graduate School of Business Solution Space, we equip 17 learners from Philippi with the skills and mindset needed to access further educational or employment opportunities. The programme merges conventional entrepreneurship with social purpose-driven ideas and principles. Mental health and psychosocial support is also a key element of the programme, with learners taken through eight modules of a mental health curriculum titled "Breaking Beliefs". We believe that if youth-focused skills development programmes are to achieve intended outcomes, they need to take meaningful account of the individual and their contexts.

Through our social entrepreneurship curriculum, participants are encouraged to develop business ideas that are looking to develop their communities. We provide cash prizes to the top three ideas and pitches, and winning participants also have access to ongoing mentorship, as well as marketing and communications support to grow and implement their ideas.





Our Youth Development Innovation team has also started the important work of mapping youth-focused organisations to gain an understanding of the changemaker landscape. The team has set up a community management platform on Mighty Networks to hold data on the ecosystem and is exploring ways to incentivise connection. The Youth Innovation team recruited junior field workers to energise the ecosystem mapping project. Operating out of a call centre, they are tasked with calling youth development organisations and conducting surveys over the phone. A target of 2,000 organisations surveyed by the end of October was set, with 1,500 surveyed by the end of 2022, we thank Lucha Lunako for the efforts they have played in spearheading the work. A proposal to fund this work was submitted to the Standard Bank Tutuwa Foundation to support the ecosystem mapping and promotion of great collaboration among organisations working on youth development in South Africa, and funding was approved for two years.

### Systems-based Enablement Through the Community Action Network Sustainability Incubator

In partnership with Inyathelo, the CAN Sustainability Incubator was set up in 2021 as a vehicle to deliver a systems-based entrepreneurship development programme for activists doing work in their communities. The project, which has concluded, was successful in training 80 changemakers with content delivered by the Systems Justice Innovation team and Inyathelo, an institute of public interest organisations working to advance social justice and eliminate poverty and inequality. A demonstration day was held in October 2022, where 15 teams pitched their business ideas in a bid to secure a spark grant funded by health and social justice non-governmental organisation Tekano.

### Tackling Employment Creation on the JASIRI Talent Investor Programme

For the second consecutive year, our Systems Justice Innovation team provided advisory support to the JASIRI Talent Investor Programme in Rwanda, funded by the Allan and Gill Gray Foundation. The initiative tackles poverty and inequality by investing in, nurturing, and empowering responsible entrepreneurs and leaders who help to accelerate meaningful employment creation while embodying the values and behaviours of ethical leadership.

Our support included onsite training in systems-based entrepreneurship and linking JASIRI cohorts with select Bertha scholars who acted as mentors to programme participants. As of the first week of October 2022, having concluded their three-month talent incubation, more than a dozen teams were already fielding clients and producing minimal viable products and prototypes of their services and innovations.

“Working with the Bertha Centre ensured the incubator was relevant, accessible, and impactful.”

– Feryal Domingo, Acting Executive Director of Inyathelo

# Nontuthuzelo Nikiwe on the Journey From Passionate Graduate to Social Impact Champion



***Driven by a passion for social development and equity, this innovative thinker is working to improve the lives of those living with the lowest incomes.***

Within the space of just a few years, Nontuthuzelo Nikiwe had worked as a bank teller, a media analyst, and a marketing assistant before transitioning into the social impact space. This was a risky move for a young economics graduate – giving up good positions at well-established companies.

“I was really trying to find my place and what I wanted to do,” she says. During the next phase of her career, as a corporate social investment (CSI) coordinator at an engineering firm, she stumbled upon her passion.

“We developed a project that would help people in low-income groups to buy a house. Securing housing, as a long-term asset, could help people to build a future for themselves and their families.”

This was a turning point for Nikiwe: “I started to see what I enjoyed doing, and the ways that I could give back to my community. That’s when my career started making sense. I remember somebody saying, ‘When you speak about this stuff, you just light up!’”

Nikiwe went on to work as an analyst at Tshikululu Social Investments, a fund management and advisor firm that aims to maximise the power of social investment. “It was the most fulfilling work I had ever done. And it has defined what I want my journey to be.”

She also began exploring the world of social impact outside of her day job. “I started by engaging with volunteer networks and people who are doing really great things. That’s how it grew into what it is for me today.”

In 2019, Nikiwe joined the Tshwane Hub of the Global Shapers Community, a World Economic Forum initiative that aims to empower young changemakers across a range of causes. She was later elected to a leadership role.

Exposure to programmes run by the Climate Reality Project and United People Global moved Nikiwe to action. “I had an idea that we could implement in our community, in Mamelodi, Tshwane. Through funding opportunities, we’ve employed students and graduates to facilitate the climate change curriculum in schools.”

More recently, Nikiwe, an avid reader, joined the board of directors of the African Library Project, a non-profit organisation that seeks to promote literacy, education, and community development.



## Becoming a Bertha Scholar

After completing an honours degree in business management, Nikiwe began to consider further studies. "I was looking for a master's programme that felt different and would give me the room to pursue the development work I wanted to do," she says.

When she came across the MPhil in Inclusive Innovation at the UCT Graduate School of Business and the Bertha Scholarship programme, she knew it was the perfect fit. But as with Nikiwe's career path, the road to the master's programme was long and winding.

She applied – was accepted into the programme twice – but was unable to secure funding on both occasions. In 2021, she decided to give it one last shot.

"I told myself this is the last try. I applied for the Bertha Scholarship again and told everyone in my life to pray." Her perseverance and tenacity paid off. "When I got the news, I was at home with my family – and I just cried."

Nikiwe never forgot the initial CSI project, where she first considered the importance of housing as a wealth asset for low-income groups. She wanted to explore this problem further.

"Legal ownership of subsidised houses can develop local property markets and improve the quality

of life and housing in low-income areas," she says.

"The gap that I found was around backlogs in the issuing of title deeds for subsidised housing. That's what I'm looking to solve, from a systems-change perspective."

Exploring a real-world issue that she cares about has been a highlight of the MPhil programme for Nikiwe. "We are not boxed into a specific subject or focus. I'm grateful for the space to think, and the generosity of support that's been available."

The opportunity to engage with the wider network of Bertha Scholars and alumni has also been a highlight. "I'm inspired by their commitment to social impact and pan-African thinking," Nikiwe says.

However, the research space is not without its challenges. "Not being able to find academics and mentors who look like me and have backgrounds like me – that has been particularly difficult. The Bertha Centre Scholarship is creating the opportunity for that to be different in the future. It is enabling more black scholars to work on important issues."

## The Road Ahead

Nikiwe reflects on her journey with gratitude: "The Global Shapers Community and the Bertha Centre have helped me to see myself as a leader. I'm now exploring ways to ensure the sustainability of our

projects, to give back as an alumnus, and to take my learnings forward."

So, what's next?

"After this, I start my PhD journey. It's not going to be easy, but I'd love to do more research linked to inclusive innovation for housing."

Nikiwe is more than up to the task. She is already bringing her studies to life in her current role as a Specialist in Stakeholder Management and Reporting at Transnet. "There's a lot that I can do to help build the Transnet Foundation, as a beacon of what social impact can look like for a state-owned entity," she says.

"I'm enjoying the challenge, the space for thinking that it's allowing me, and the problems that I'm entrusted with solving – that's a journey that's going to continue."

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Nontuthuzelo Nikiwe is a 2022 Bertha Centre Scholar in the MPhil Inclusive Innovation programme. She currently works as a specialist in Stakeholder Engagement and Reporting at Transnet.

# Strategic Priority 2: Transform the Way Resources Are Used for Social Impact

We believe impact investing has a key role to play in changing the world, and innovative financing is the most powerful tool to drive this change. Our Innovative Finance Portfolio hinges on the need to develop an impact-focused investment market in Sub-Saharan Africa, where social and environmental objectives are set and measured to demonstrate deliberate change. Our approach is two-fold:

- Develop the talent and knowledge to shape the future of business and finance;
- Build the impact investing ecosystem by creating spaces and structures for collaboration.

Underpinning this dual approach is our firm belief that effective partnerships are key to overcoming sustainable development constraints and for scaling societal and environmental change.

## The Critical Role of Blended Finance

In the social impact space, guidance on the appropriate tool to use in specific contexts has been lacking – until now. In 2022, the Bertha Centre teamed up with the Center for Sustainable Finance and Private Wealth, University of Zurich,

and Roots of Impact, an impact-linked advisory firm, to release *Blended Finance: When to Use Which Instrument*. This white paper explored the key 12 questions that influence blended finance decisions. Blended finance as an effective instrument continues to gain increasing credibility as a tool for public and philanthropic capital.

As a follow-up to the white paper, the University of Zurich's Innovative Finance Initiative at the Bertha Centre and Roots of Impact have developed a step-by-step tool to guide practitioners in selecting a suitable blended finance approach and designing a transaction. The tool guides users through a four-step thinking process by asking critical questions encompassing the unique needs and motivation; impact problem to be addressed; anticipated impact solution; and design considerations for impact. It can be used both on project or portfolio objectives, and assesses the suitability of mechanisms including equity, debt, grants, and hybrid instruments to deliver on project- or portfolio-level objectives.





## The Bertha Centre and IISA Partnership

Through meaningful collaboration, we contribute to deepening and democratising access to investment information in South Africa. This belief prompted our involvement in the fourth SA Investment Conference, opened by President Cyril Ramaphosa on 24 March 2022. The Impact Investing South Africa (IISA) team, of which the Bertha Centre is a secretariat, hosted a well-attended and engaging panel discussion titled: "What do local and international investors require to invest for impact?" The discussion helped to redirect focus on a number of important considerations, including the use of longer term perspectives to increase the bankability of SMMEs; aligning the private and public sectors to meet the SDGs; and ensuring smaller players are not left behind in long-term investments. The IISA also onboarded new members and held its first board meeting in 2022. One of the key takeaways from the meeting was the decision for an Africa Impact Summit to be held in July 2023.

## Creating Learning Alternatives for Changemakers

We believe that changemakers can be found in every sector of society, but they often find it challenging to invest the time required to nurture their potential. This is a leading reason for our impactful short courses offering. We ran an Executive

Education short course titled 'Impact Investing in Africa', designed to equip wealth managers, consultants, funders, and other financial intermediaries with expertise in this rapidly growing field. We welcomed delegates from all over the world, including Kenya, Rwanda, Germany, and the Netherlands, to engage in interactive debate and knowledge sharing.

In November, the Centre was proud to have hosted delegates from all over Africa and Europe for the annual Impact Investing in Africa course, held in collaboration with the UCT Graduate School of Business. During the week, international experts shared their knowledge, panel discussions provided food for thought, and debates were dynamic

and daring. One of the many highlights was a check-in from international philanthropist and social innovator Sir Ronald Cohen.

## Getting Financing Right With the Innovative Finance Team

The Bertha Centre's Innovative Finance team has taken on three new projects: the NORRAG project, the Catalytic Capital Course, and a Development Finance institutions' research project. This is in addition to the wide range of projects they continue to manage, including the GOF, the South African Breweries (SAB) Foundation's Student Seed Fund, the IISA, the Bail Fund, and the Impact Investing in Africa course.



The NORRAG project, “More and Better Financing: Innovative Financing in Education to Leave No One Behind”, focuses on assessing the contribution of innovation in education financing to bring in more financing to reach the most disadvantaged and marginalised groups. Innovative financing approaches have gained popularity in the last decade as options for raising additional funds and improving the efficiency and effectiveness of existing development funds. However, little research has been conducted to evaluate how innovation in financing itself has contributed to achieving the UN’s SDG 4, notably inclusive and equitable quality education.

The Innovative Finance team is also developing and launching a Catalytic Capital Course, delivered as an instructor training programme. The programme will be based on research and content from multiple institutions, including Catalytic Capital Consortium and the project partners. This course will be an addition to existing catalytic capital training resources, with a goal to accelerate capacity development among various market participants. It aims to be an accessible, introductory-intermediate level training programme specifically targeting membership bodies supporting institutions, wealthy individuals, philanthropic organisations, and other capital allocators with a potential to deploy catalytic capital.

The Bertha Centre’s role in the implementation of the GOF project wrapped up in October 2022. In addition to the ongoing reporting and drafting outputs, such as an outcomes pricing model that has been developed with Green Cape, a final report was prepared to close out the Centre’s role in the project. The report focused on the importance of investing in green SMMs, and the learnings from the GOF were presented as a case-study session at the MPhil in Inclusive Innovation course. A concept note for a new fund linking to the SAB Student Seed Fund is currently under preparation.

The Innovative Finance team, in partnership with the IISA, also developed a concept note on a bail fund, which seeks to reduce the large numbers of incarcerated remand detainees due to lack of affordability of bails costing R1,000 or less. The premise is that funds are raised to post cash bail for those in jail or awaiting trial and recipients are those who are unable to afford their bail amount, thus remaining in jail before trial. This often affects their ability to find or maintain employment, childcare, and housing, exacerbating circumstances. With the support of Justice Edwin Cameron, the inspecting judge for the Judicial Inspectorate for Correctional Services, the Bertha Centre successfully prepared a concept note for a feasibility study for a bail fund that would address the human rights of remand detainees, overcrowding in South African prisons, and cost to taxpayers.

Funds have been raised to conduct the feasibility study with the support of the Brozin family and the Bertha Foundation – and an inception note has been developed as a first step.





# Elias Masilela on Selling Impact Investing to South Africans: A Journey to Win Hearts and Minds



***Chairman of IISA reflects on the innovative financing landscape, the journey towards socio-economic justice – and challenges ahead.***

In 2018, Elias Masilela led a South African delegation to Delhi for the Impact Summit of the Global Steering Group (GSG) for Impact Investing with one burning question on his mind: How can impact investing be sold to South Africans? It was a bold vision; one which involved disrupting “business as usual” to make space for a more innovative and socially driven investment ecosystem.

Masilela’s hopes for impact investing were high then – and still are. He views impact investing as “a step beyond ESG”, given the explicit intention on the part of both the investor and the investee to solve a real-world problem, as well as create and measure impact. “We, as South Africans, realised we needed to be part of this movement,” says Masilela. Led by the IISA, South Africa became the first African country to join the GSG for Impact Investing.

The local response to the impact investing concept was immediately promising. “Within the first six months of coming back from India, the President had spoken about impact investing at least three times – which was very important for us, because it says that conscientiousness is actually being built into the minds of people who make decisions about capital,” explains Masilela.

When the COVID-19 pandemic hit in 2020, Masilela feared that these gains would be lost. “Little did we know that COVID-19 was actually going to be that catalyst to fast track the importance of impact investing in South Africa and the whole world,” says Masilela. The crisis prompted broader awareness of the need for more responsible

and long-term approaches to capital allocation, as well as the potential for public-private partnerships to address social-economic imbalances and build a more resilient society. ‘Resilient’ being the operative term.

## **Barriers to Impact Investing**

Masilela chairs the National Task Force on Impact Investing (IISA); a coalition of high-level public and private sector stakeholders, representing finance, business, philanthropy, academia, and policy – the first of its kind in Africa. “The task force is about bridging gaps, improving conscientiousness, and ensuring that capital is allocated towards sustainable causes, within the frameworks of impact investing,” explains Masilela.

Within just four years, IISA has made significant strides in securing capital for use by both non-profit and for-profit organisations to create social and environmental impact. However, there is still a long way to go, with three major barriers standing in the way of widespread uptake by public and private sector stakeholders.

First, local businesses are seeking clarity on what impact investing means for their bottom line. "Does impact corrode returns, or can you have impact existing side by side with optimal returns? I will argue that these are not mutually exclusive," Masilela says. "They give you exactly the same output, and the only difference is you need to change the way in which you sequence and make decisions."

This points to the second key barrier of re-orienting business mindsets towards socially-driven investment. "In the traditional construct of allocating capital, you traditionally first look for what is the optimal return before you solve a social problem. This psychological shift is the most important and the most challenging part of impact investing." Masilela encourages businesses to think first about what real-world challenge they want to address. "First and foremost, you are solving a problem [...], invest in infrastructure that is going to resolve these problems – education, health, roads, telecommunications, and the like."

Lastly, Masilela highlights the importance of measuring and communicating the social impact of investments to change hearts and minds. "If you are not able to show to the world that you are effective, people will not believe you."

Exposure to international examples of successful impact investments can play a significant role because "it helps to have people from other parts of the world preaching the same gospel".

## The Road Ahead

Masilela remains optimistic about IISA's role on the road to impact investing. Their aim is to continue to "shine a light on this agenda and bring more players on board, because impact investing is about scaling".

But how will we know we have arrived?

"If we start hearing the average asset manager, the average finance director starting to talk impact and the long-term outcomes of the decisions they make today – that is going to be the biggest indication that we have succeeded," says Masilela.

"Impact investing is the best way to give back to society. It is an amazing innovation for South Africa. If we use it properly, we can change the future of this country – indeed, the future of the continent. So, I always make it a point that people know where we came from. We owe it entirely to the Bertha Centre."

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Elias Masilela is the chairperson of the National Task Force on Impact Investing in South Africa, executive chairman of DNA Economics, commissioner of the 1st & 2nd National Planning Commission, as well as the chairman of several influential entities in South Africa. He serves on several boards, including Multichoice SA, Alternative Prosperity Holdings, Future Planet Capital in London, Avior Capital Markets, Strate, Absa Financial Services, and CA Sales. He has occupied leadership positions in Public Investment Corporation, Sanlam, the National Treasury, and the Central Bank of Swaziland.

# Strategic Priority 3: Work With Partners To Apply Social Innovation in Priority Areas

Education and health in SA, and Africa more widely, are beset by challenges. By partnering with organisations and other academic institutions, we aim to mainstream social innovation in critical public sector and private sector institutions.

## Partnering With Trailblazers in the Health and Education Sectors

Between May and August, our Education Innovation Portfolio worked to develop funding proposals for the Classrooms for Change Online Professional Development Course. It is an offering that supports teachers who help adolescents think critically about history, understand the impact of their choices, and choose to become defenders of justice. The team also developed funding proposals for the Leading Innovation Partnerships in Extended Education course, in collaboration with the Youth Innovation Portfolio.

Meanwhile, the team from the Health Innovation Portfolio partnered with the World Economic Forum, the Schwab Foundation, and the Bayer Foundation to explore the impact of COVID-19 on health issues at a local level, and what lessons can be learnt. The report titled, "Inclusive Health Systems: Innovations towards Health Equity in Africa", will be released in January 2023.

## Contributing to Meaningful Improvements in Innovative Health

From June to October 2022, the Health Innovation team also worked on the Imagine Social Outcomes Based Contract in partnership with the South African Medical Research Council (SAMRC). This involved project management and research support, as well as working with Genesis Analytics to build a learning network and ecosystem for future Outcomes Based Contracts.





We also assisted with the submission of the Imagine Economic Evaluation to ABSA, and they showed a keen interest in the project. In addition, our team's proposal was selected for a panel discussion at the Consortium of Universities for Global Health, which was held virtually from 28 March - 1 April, 2022. We presented on the topic: "Learning for Each Other: Strengthening Health Systems by Investing in Learning".

The Health Innovation Portfolio also contributed to the inaugural Global Health Surgery course hosted by the Faculty of Health Sciences at UCT and in partnership with Harvard University. The course examined how to make surgery more accessible in developing contexts. The course was well received, and plans are underway for further iterations. The Health Innovation Portfolio is also collaborating with the faculty to prepare a proposal for a 10-year programme of work funded by the MasterCard Foundation, which includes supporting entrepreneurship for improved community health outcomes.

Separately, the team drafted a memorandum of understanding for data sharing with the Amajuba district in KwaZulu-Natal for a snapshot of their school health programme and has applied for the renewal of an ethics certificate for ongoing

work. The team's third area of work has been the ongoing Social Innovation in Health Initiative collaboration. We have continued to contribute as members of the steering committee and are exploring the opportunity for a fellowship programme to be located at the Bertha Centre and funded through partnerships with the UCT Faculty of Health Sciences.

### Implementing the Teacher Internship Collaboration South Africa

The Systems Justice Innovation team was a key partner in the implementation of the Teacher Internship Collaboration South Africa (TICZA). TICZA is a multi-stakeholder partnership with support from government departments, trade unions, non-profits, universities, and implementers that was formally launched in 2021. TICZA aims to support extended student teacher internships for distance initial teacher education students, as an attractive auxiliary option for student teacher training. The portfolio contributes to TICZA by convening working groups as part of the sector-wide collaboration and innovation work stream. In addition, the Bertha Centre director, Dr Solange Rosa, has joined the TICZA steering committee to support advocacy efforts of the project.



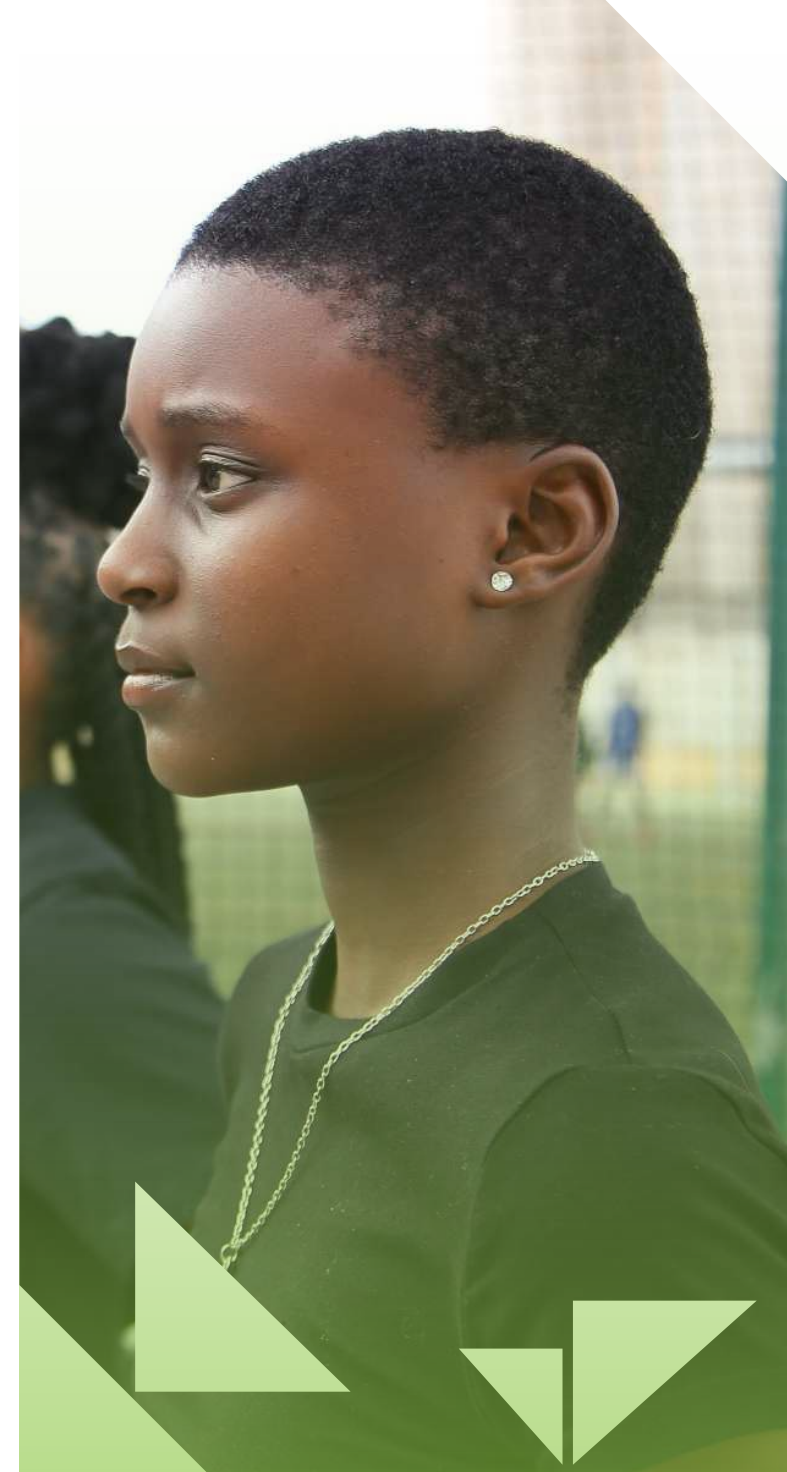
## Training Next Generation Social Impact Leaders With the Ballard Centre

In 2022, we hosted a team representing the Ballard Center for Social Impact at Brigham Young University's Marriott School of Business, as part of University Impact's efforts to train the next generation of social impact leaders and fund early-stage ventures solving social and environmental problems. The objective of the first leg of the exchange was to lay the groundwork towards cross collaboration between the two university-based social innovation centres.

The Bertha and Ballard Centre's teams shared many learnings from the work both teams are already doing, and ended the trip with many ideas and opportunities for future collaboration. The Ballard and University Impact teams also participated in the Bertha Centre's Impact Investing in Africa course, adding valuable feedback to delegates during the course.

## Partnering on Writing for Good With Douglas Knowledge Partners

In keeping with the spirit of partnering for good, the Bertha Centre also teamed up with Douglas Knowledge Partners, a thought leadership firm, to run the Cape Town Innovation Youth Essay Prize for a second year. The competition is aimed at aspiring writers between the ages of 18 and 30, and the inaugural topic for 2022 was "Innovations for Mental Well-Being". The objective was to urge young people to share innovative ideas, solutions, services, goods, or other offerings they believe would benefit the people of the Western Cape. Candice Richards scooped top honours for her piece titled "No One Needs To Be a Consumer", advocating for funding public libraries to create spaces for young people to co-exist and connect.



# Strategic Priority 4: Be at the Forefront of Social Innovation Thought Leadership for Social Justice

At the Bertha Centre, we work collaboratively across our portfolios to gather evidence and integrate our collective learnings. We actively share these learnings with our communities and beyond, to demonstrate the impact of social innovation and inspire positive change.

## The Systems Work of Social Change by Cynthia Rayner and François Bonnici

We celebrated the virtual launch of a breakthrough new book titled “The Systems Work of Social Change”, by Cynthia Rayner, who is researcher and adjunct faculty lecturer, and Dr François Bonnici, public health physician and a former founding director of the Bertha Centre. The book, which was selected for the Terry McAdam Book Best Non-Profit Book Award, conferred by the Alliance for Non-Profit Management, draws on 200 years of history and stories of committed social changemakers to uncover principles and practices for social change that radically depart from traditional approaches.

## Growing the Centre’s Influence through Thought Leadership

Using written word, we unpack key topics throughout the year in leading publications such as the Mail & Guardian, Daily Maverick, Sunday Times newspapers, as well as in UCT News. A few of our seminal thought leadership pieces include “SA’s Just Transition Must Recognise the Youth Are Key”, published in the Sunday Times in July 2022; “South African Youth Feel Like Failures”, published in the Mail & Guardian in July 2022; “Entrepreneurs won’t create jobs without a rethink in how they are supported”, published in the Mail & Guardian in November 2022; and “Thinking Small Can Make Impact Investment Big To Close Africa’s Gaps”, written by Chris Ahlfeldt, a co-convenor of the Centre’s Impact Investing in Africa short course and published in Business Day.

## Harnessing the Power of Interactive Platforms

Over the course of 2022, the Centre hosted three Brown Bag sessions. The first was with Bertha scholar Zeenat Hendricks who presented her research on using inclusive communication as a tool for social innovation.





The second session by Jason van Staden, research and training project manager in the Innovative Finance Portfolio, showcased the team's work on the GOF. The third was presented by acting Social Justice Innovation project manager Fergus Turner on the forthcoming Systems Change and Social Impact course.

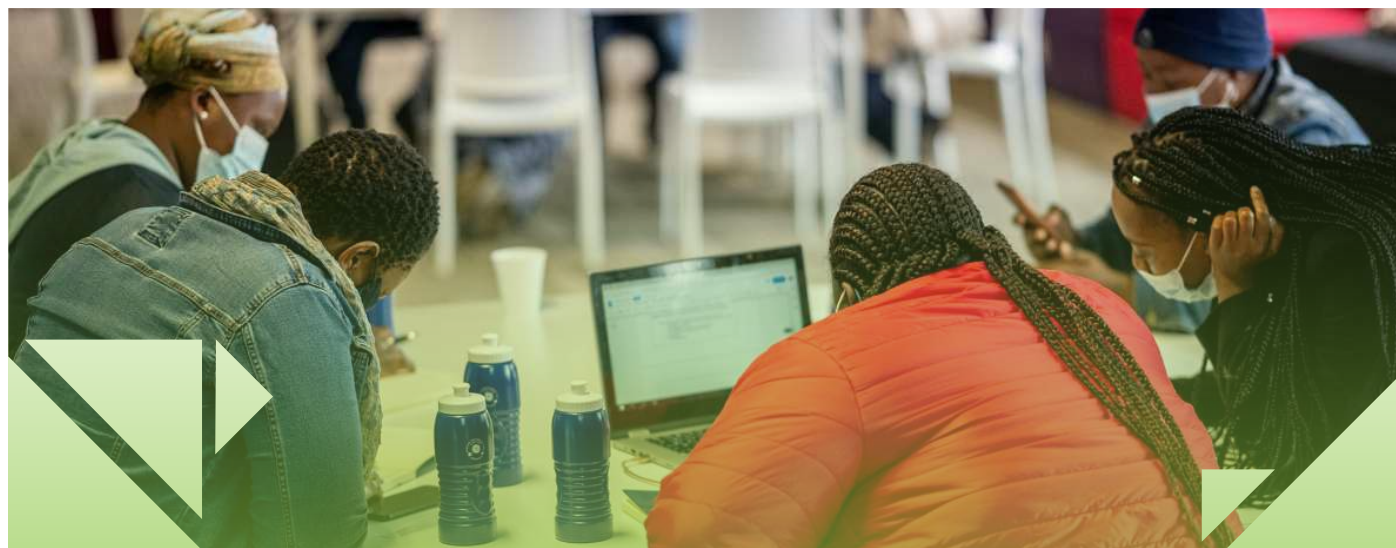
We also reintroduced the popular monthly "Collectives", which are virtual or in-person presentations on a topical theme followed by a panel discussion with leading experts. The variety of interesting topics increased our audience, especially when they included interactive elements. Our webinars have also demonstrated longevity, with viewers watching the recordings on YouTube after the event has been held.

The most popular Collectives in 2022 were: "Youth-Led Solutions to Mental Well-Being," held in June and "The Housing Crisis in SA and the Systems That Perpetuate It," held in July. We also hosted an in-person workshop, in partnership with Douglas Knowledge Partners and Fuata Africa, titled "Economic Recovery" in September of the same year. The discussion centred on collaborating for economic recovery and growth, which is an initiative led by the Western Cape Economic Development Partnership. The keynote speaker was Melvyn Lubega, founder of South Africa's first unicorn, Go1. He shared insights from his journey as an entrepreneur.

We have refined our podcast "Just for a Change" as we launched Season 3 with a different format and theme. Bertha Centre senior manager Ntombini Marrengane hosts "Conversations with Changemakers", with important local voices as well as those from further afield. These podcasts spotlight the stories of innovators, social entrepreneurs, industry leaders, and activists uncovering what motivates them when tackling some of the most "wicked problems" facing the world today. Our most popular podcast episodes were "What Do Gender Equity and Public Loitering Have in Common?"; "Inside the Mind of a Social Innovator"; and "Substance Abuse and Mental Health – It's Okay Not To Be Okay".

## Transdisciplinary Work With the Reach Alliance

Our Systems Justice Innovation Portfolio has continued its work with UCT as participants in the Reach Alliance. Established in 2015, the Reach Alliance is a global network of higher education institutions with aims to conduct collaborative, transdisciplinary research in an effort to accelerate the achievement of the SDGs. Hosted by the University of Toronto's Munk School of Global Affairs & Public Policy, in partnership with the Mastercard Centre for Inclusive Growth, the alliance is a student-driven, faculty-mentored research and leadership initiative examining how critical interventions and innovations reach those who need them most.



# François Bonnici on Social Innovation's Key Role in Shaping the Future



***The former founding director of the Bertha Centre describes the importance of unlocking agency in a shifting world.***

When Dr François Bonnici graduated top of his class from UCT medical school, he was sure of one thing: he wanted to improve the lives of people by doing things differently.

A subsequent master's degree in public health from the University of London provided him with insight into the contributions and constraints of public administration, while an MBA from the University of Oxford bolstered his leadership skills, entrepreneurial understanding – and curiosity about how cross-sectoral social innovation can tackle some of the world's biggest challenges.

*"My motivation for pursuing public health was to help create a better life for all. But I recognised that working as a clinician, you don't really have much opportunity to change the bigger picture, and you see the same problems over and over again. And in a public administration – at least for me – it didn't feel like necessarily a space for changing things and innovation."*

It was this sense of an opportunity that led Dr Bonnici to explore social innovation – or, as he describes it, "R&D for society". This approach involves much trial and error. Unlike pure activism, with its protests and ideological fervour, social innovation demands flexibility, pragmatism, creativity and, most importantly, action.

*"Social innovation is what I call a generative form of activism. It is really a set of experiments that ask: *How can we get to where we want based on the way the world works today?* And then you get creative around that, which often means that the answer is not perfect, and you have to give up certain principles and ideologies to make some of those things happen. But it is more action oriented than protest-led activism, which is why it's so fulfilling – you can experience progress and hope."*

Now the director of the Schwab Foundation for Social Entrepreneurship and head of social innovation at the World Economic Forum, Dr Bonnici says establishing the Bertha Centre at the UCT Graduate School of Business was a bold move by the University leadership.

*"If you're a school known for corporate finance, you're going to attract a certain type of person. Whereas if you offer a different way of thinking, you attract different kinds of people and give them the ability to be on a different kind of leadership track. I think we were the first MBA in the world where social innovation was compulsory."*

That was a bit of a milestone because it put social innovation at the centre of a new way of framing – one that says that everyone in the country, whether working in business or in government, needs to understand how to use practices, mindsets, and tools differently to create a more inclusive country. This was a big shift.”

This shift in thinking evolved and grew through dialogues and interactions with students and organisations involved with the Bertha Centre. “We were pushed, in hard ways but in very good ways, to start taking some different trajectories.”

Dr Bonnici says one of the highlights of his time at the Bertha Centre was positioning it as a locally and globally relevant centre. “I work a lot with different universities around the world, and when Harvard publishes something, we think, ‘Oh, that’s something everyone should read, and it’s globally relevant.’ But if a school in India or South Africa publishes something, we think, ‘Okay, that’s only relevant in their country or region.’ That’s non-sense, because actually most of the world looks like India or South Africa, not like Boston.”

He says the Bertha Centre received international recognition and was listed as one of the top five centres in the world. “We were quite proud of that positioning and the fact that we spent a lot of time doing African case studies, because when the Centre started, there were hardly any case studies in social innovation on Africa, and the few that existed were published by Oxford or Harvard. And they were just not relevant to our students, to our context.”

With the Centre aiming to enhance this focus on Africa by growing a diverse community of 5,000 changemakers in the next five years, Dr Bonnici says creating an enabling sense of agency is key.

“Having an appetite for change is a good starting point, but unlocking things in people and creating inspiration is an important next step. It’s about demonstrating that there are all these different routes, different professions and fields to explore, and new paths to create. It’s also important to recognise that not everyone is going to be an entrepreneur. Rather than seeing this as the intended output, we should instil in people the ability to create change wherever they might be.

So even if they take a job in the bank, there’s an opportunity to create change locally in your bank. And that could be positive for the country; could be positive for the people who work there. It’s about unlocking agency and giving people skills and a sense of ownership to be able to effect change.”

These are the hallmarks of initiatives Dr Bonnici admires – and this “can do” attitude has enabled these organisations to go beyond working in a vacuum. By expanding their reach and collaborating with governments and other organisations via various models, they have made an even bigger systemic impact on society.

“mothers2mothers (m2m) in Kenya was one of the first examples of this. They ran their own programme, and then realised it needed to be adopted by government. And so, the Kenyan government passed a policy, and m2m ended up becoming more like a technical-assistance organisation to help the government run the programme themselves.”



In South Africa, Lindiwe Matlali's Africa Teen Geeks – a programme that teaches technology and coding skills, particularly for young girls – has been adopted by the government's education department and disseminated in schools. "These kinds of organisations that are recognising where we're slow, where we're lacking, are crucial. It's clear that tech and digital skills are critical for our country, otherwise we will be left behind in the whole digital economy," says Dr Bonnici.

With the social economy increasingly being recognised as a sector in its own right, Dr Bonnici believes this could have a huge impact on how society works. Together with a team of experts, Dr Bonnici recently worked in support of the United Nation's first resolution on the Social and Solidarity Economy. Other international bodies, including the Organisation for Economic Co-operation and Development, the International Labour Organization, the European Union, and the African Union have also launched action plans, recommendations, and resolutions on the social economy.

"There is now international recognition that this is a real sector that contributes to the economy, with an estimated contribution of approximately 7% of global GDP, while driving inclusion and sustainability. At the same time, this shift is going to help bring more understanding that these are legitimate spaces to work in and that we need to progress beyond the binary thinking that you either work in corporate South Africa, the NGO sector, or in the public sector. I think that mindset change is a part of the journey of overcoming expectations people have of what success looks like, what careers look like, and what sustainability looks like."

While Dr Bonnici is now working with new colleagues in Switzerland, he misses the people at the Bertha Centre. "I miss working with people internally on the same kinds of challenges that are also experienced externally in the country. There's an echo between the challenges of the country, the opportunities in the country, and the Centre's team and culture."

He says the Centre is a "very generative space", and unlike in Europe, South Africa allows entrepreneurs to "do stuff and try and get things done. You can move things."

In typically humble fashion, Dr Bonnici says he is proud of what the team achieve at the Centre. And he is confident that the current team will continue being social innovation pioneers as the world hurtles towards an uncertain future.

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Dr François Bonnici is the former founding director of the Bertha Centre of Social Innovation and Entrepreneurship. He is a physician and a professor who is currently the director of the Schwab Foundation for Social Entrepreneurship and head of Social Innovation at the World Economic Forum. He is a former Rhodes Scholar (1999), Global Leadership Fellow of the World Economic Forum (2005), and Archbishop Tutu African Leadership Fellow (2013).

# Marketing and Communications: Year in Review



Bertha Centre Youth Innovation  
Mental Well-being Campaign

Thandile  
Giyama

||  
In the spaces that I've been exposed to, such as townships and rural areas, [mental health] is something that is taboo. Doing this work has made me talk about this as a topic. It never was talked about, especially as a black person.  
||

#YOUNGMINDSMATTER

Our Marketing and Communications Portfolio plays a central role in showcasing and driving the Centre's social innovation programmes and projects, building capacity, and pioneering practices in Africa with partners, practitioners, and students.

We hosted events online and in person as part of the Centre's objective to "convene for results", and increase the Centre's visibility via newsletters, social media, podcast, print media, and our own website to catalyse change not only in South Africa, but across the continent and the global South.

A key highlight for the Marketing and Communications Portfolio was teaming up with the Centre's Youth Innovations portfolio to develop and implement an eight-month psychosocial support advocacy campaign, which wrapped up in June 2022. During this period, the Bertha Centre and its partners used their social media pages, events, and podcasts to spark conversations about mental health, with each month addressing a unique theme.

Harnessing the power of podcasting to shed light on mental well-being, we produced two podcast episodes. The first podcast hosted by Luvuyo Maseko centred on some of the psychological challenges facing young South Africans today, in a pandemic and post-pandemic era. It was titled "Mental Well-Being and Youth". The second was titled "Substance Abuse and Mental Health – It's Okay Not To Be Okay" featuring an honest conversation with South African singer-songwriter Tshegofatso Ketshabile, known professionally as Tshego, about his challenges with depression and substance abuse.

The Centre also partnered with the Youth Development Collaboration Lab (YD Co-Lab) and EMpower to host a workshop titled "Ten Key Priorities for Effective Mental Health Programming", in which participants discussed how to implement these for their contexts. EMpower – a global foundation that partners with local organisations in emerging-market countries and other changemakers to help marginalised young people transform their lives and communities – has conducted extensive research on the topic. The YD Co-Lab is a collaborative network of organisations and individuals working to advance youth development and empowerment in South Africa.

Another marketing and communications highlight, and as part of our mission to use communication as a tool to spark change, the Bertha Centre partnered with social-impact business consultancy Huruma Bantfu to host the matric cohort of Mountview Secondary School in Hanover Park, Cape Town, for the “Pathways to Information” event. This exciting event, which formed part of the Centre’s Youth Innovation Portfolio’s activities, created an opportunity for young people to hear from, and communicate directly with, organisations and individuals in the education, employment, and entrepreneurship sectors. Questions from attendees included determining what made someone more employable than others and debating the value of a formalised education versus skills development. Participating organisations included UCT, the College of Cape Town, False Bay College, Harambee, and Ramalo Logistics.

We have also been steadily increasing traffic on our website by ensuring it is up to date with our exciting work, and using social media as a springboard. We are seeing steady engagement and growth across our social media channels due to relevant and regular content.

While our focus is on developing thought leadership through events and opinion pieces, we continuously disseminate information via other channels, such as mailers, which have about 10,000 subscribers across our various newsletters and a 98% delivery rate.

We look forward to another impactful year ahead in which we demonstrate how social innovation can make the world a more just place and tell the stories of inspiring changemakers.

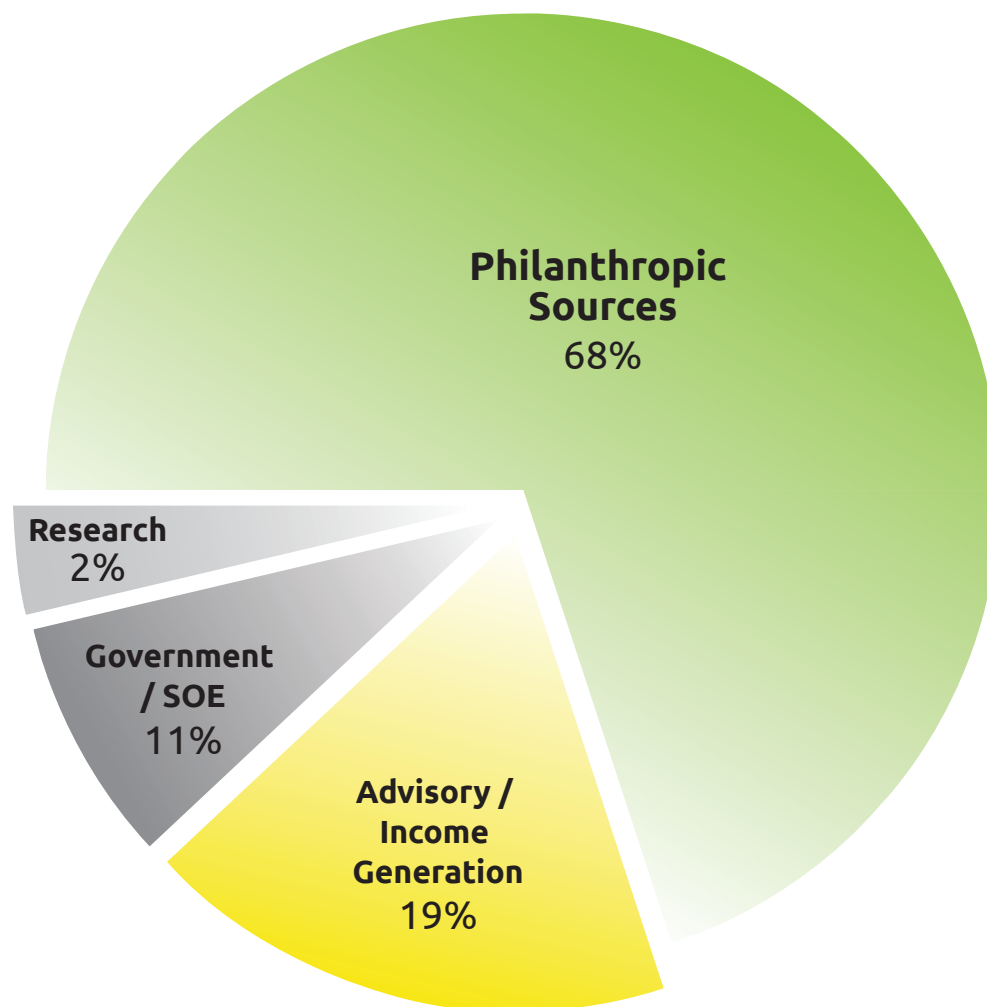






## Funding Overview

The important work undertaken at the Bertha Centre is funded by a variety of exemplary stakeholders. We are deeply grateful to all our funders for making it possible to do the work we do.



# A View of the Future

Looking forward, the Bertha Centre will continue to live up to its name as a centre of excellence dedicated to advancing social innovation and entrepreneurship. As part of the UCT Graduate School of Business, we will continue to forge forward in contributing to knowledge production. We will also collaboratively reflect on the experiences of the growing number of practitioners working in the social impact space, using these learnings as material to train the next generation of business leaders.

In striving to continuously advance the discourse and impact of social innovation, another priority in the coming year is to intensify our efforts to build our network on the continent. We are one player in a sea of social impact players, and we are convinced that there is a need for people to share information and learn from each other's experiences.

Then, as we move into a time of real crisis on our planet, the matter of climate justice has to rise to the fore. As climate change increasingly affects people's livelihoods, as well as the natural world – climate justice can no longer be ignored nor delayed. It must be integrated, as a priority, into the thinking of our partners, practitioners, and our students as we look across all our portfolios and at the larger questions about social justice, globally.

We are cognisant of the fact that, within the private sector, and among social entrepreneurs specifically, is a great deal of "experimentation" going on as industry players try to figure out what it may look like to do their work in a way that promotes climate justice.

We embrace this willingness to make a difference – and we are excited to work with these entities as thought partners, implementation partners, and as research partners to try to figure out what it means to engage with climate justice and to unlock new pathways to social justice through systems thinking.



# We Thank our Partners





# Connect With Us

## Bertha Centre for Social Innovation & Entrepreneurship



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YouTube: <https://www.youtube.com/channel/UCeoaeKI96RGx77CF-IoM32Q>



Just for a Change Podcast: <https://open.spotify.com/show/3UQvUj2Fmdk9OrzRWnAJIV?si=2fb28d2ea7d14660>



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