



Allan & Gill Gray
PHILANTHROPIES

Allan & Gill Gray Philanthropy South Africa

Annual Report 2024

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A Message from the Outgoing Board Chairperson



Nicholas Kershaw

In reflecting on my tenure as Chairperson of Allan & Gill Gray Philanthropy South Africa (AGGP_SA), I am struck by the depth of purpose, the strength of community, and the privilege of contributing to impactful work that reveals itself through the quiet accumulation of transformed lives.

When I first assumed the role of Chairperson, AGGP_SA was an independent entity with the primary mandate to provide financial support to the Allan Gray Orbis Foundation (AGOF). Already, we were beginning to broaden our scope, embarking on a grant-making journey through initiatives such as *Grow Great* and *10KJ*, while also incubating programmes including *Funda Wandé*, *Jakes Gerwel Fellowship*, and the *Technical Fellowship*, which has since evolved into *Allan Gray Makers (AG Makers)*.

The organisation was committed to fostering a sustainable and thriving entrepreneurship ecosystem in South Africa. Our approach was a multifaceted one and rooted in a series of strategic actions designed to: **diagnose** the ecosystem to understand the conditions and interdependencies that drive and hinder entrepreneurial activity; **demonstrate** working solutions for the ecosystem by supporting existing initiatives and models through grant making or even innovating new solutions; and **dialogue** through facilitated discussions where we could collaborate, co-create and replicate solutions. It has been particularly rewarding to see this framework take shape and become embedded in our strategic focus areas of ***Building a Pipeline of Talent, Championing a Culture of Entrepreneurship, and Providing Support for Entrepreneurs***.

One of the initiatives we support, Funda Wandé, resonates with me deeply and stands as a prime example of the diagnose, demonstrate, and dialogue methodology in action. Beginning with a diagnostic effort to understand the systemic challenges surrounding child literacy, the programme then moved into demonstration by incubating and showcasing an innovative approach to address these issues. More recently, Funda Wandé has achieved great progress in its dialogue efforts, actively influencing government and other stakeholders to scale what is now a proven intervention.



AG Makers represents another significant highlight in the AGGP_SA journey, and it has been a true privilege to have been a part of its evolution. Initially launched as the Technical Fellowship in 2019, the initiative was enthusiastically supported by Allan Gray, who I know would be so proud of the impactful programme it has become.

The impact of AGGP_SA's work is most powerfully felt in conversation with the individuals and organisations we support. Through the Jakes Gerwel Fellowship, I've had the privilege of meeting passionate, purpose-driven teaching fellows who are poised to make a meaningful contribution to education in South Africa. Through Hamba Nathi, I have also witnessed the profound impact of programmes that are reshaping the outcomes of basic education for children in the country's most marginalised communities.

The impact of AGGP_SA's work is most powerfully felt in conversation with the individuals and organisations we support.

It has been deeply rewarding to serve on a board with such engaged and gifted fellow directors. Equally, it has been a great privilege to work alongside an executive team utterly dedicated to a shared purpose and who serve as a constant source of inspiration. Their stewardship has fostered a unique culture of curiosity, thoughtfulness, and ambition. Through their leadership, AGGP_SA is poised for even greater success as they continue to explore and validate new solutions and influence others to scale them for transformational change and enduring social impact.

I look forward to watching the organisation's continued growth and influence.

Nicholas Kershaw

Outgoing Board Chairperson
AGGP_SA





A Message from the Incoming Board Chairperson



Nyeleti Magadze

South Africa's entrepreneurship ecosystem is vibrant and dynamic and holds significant potential to drive inclusive economic growth. It is also underpinned by deeply complex structural challenges that we seek to address by enabling and catalyzing innovative and comprehensive solutions. We believe that entrepreneurship can thrive in supportive environments, generating sustainable employment opportunities.

Sustainability happens at all levels of entrepreneurship – from large, high-value enterprises to stable medium and small businesses that consistently create secure jobs. We have recognised the opportunities in supporting all businesses that innovate to meet the country's needs in meaningful, responsible ways. We must meet entrepreneurs at all stages of their journey and respond with solutions that are rooted in a deep understanding of their context.

Over the past five years, we have enabled critical research to better understand the country's entrepreneurial environment. We continue to collaborate with a range of partners, learning what works in different settings, while prioritising high-impact models that are poised for scale and to drive systemic and transformative change.

Our approach balances incremental progress on the ground with a bold vision for transformational impact. In 2024, the Allan Gray Makers initiative reached a significant milestone, with its work now being integrated into TVET college curricula - a powerful example of influencing systemic reform.

Our grant-making work through the Technicolor initiative provides critical insights into diverse and complex realities on the ground. By supporting Enterprise Support Organisations working with entrepreneurs, particularly in township economies, we are gathering valuable data that informs both immediate interventions and more comprehensive, long-term and scalable solutions.



At our core, AGGP_SA functions as an ecosystem builder, enabler and convener. This approach allows us to engage deeply with the complexities of regional and sector-specific entrepreneurship ecosystems while maintaining a rare and valuable broader perspective.

I step into this role with pride and great enthusiasm. I am looking forward to consolidating the insights we have gained and driving this collaborative momentum toward a thriving, inclusive entrepreneurship ecosystem that serves all South Africans.

Thank you for being here.

Nyeleti Magadze

Chairperson

AGGP_SA

AGGP_SA functions as an ecosystem builder, enabler and convener. This approach allows us to engage deeply with the complexities of regional and sector-specific entrepreneurship ecosystems while maintaining a rare and valuable broader perspective.





A Message from the CEO

Our solutions must be catalytic, sustainable, and scalable, and must be backed by evidence.

We have always understood that to significantly impact the entrepreneurship ecosystem, it is imperative to work at multiple levels to achieve systemic change. Our solutions must be catalytic, sustainable, and scalable, and must be backed by evidence - an approach that aligns with the Iceberg Model for systemic change.

We must find, create and support development models that will assist the South African ecosystem in growing entrepreneurial talent at scale, promoting a culture of responsible entrepreneurship, and providing entrepreneurial support. This will ensure that more South Africans are inclined to start responsible businesses, are equipped with the necessary skills and competencies to begin and are supported in starting and growing their enterprises.

Throughout 2024, we intensified our incremental efforts, ensuring we impact both current and aspiring entrepreneurs while also laying the foundations to develop and test potential models.

Our transitional efforts have primarily focused on understanding and connecting with other key ecosystem players, forging partnerships, promoting our work, and ideating with potential partners. We have been intentional about learning from organisations like i4policy, building our own advocacy strategy and partnership approach, and creating a policy library.

In 2025, our focus will shift towards working on transitional change, with a strong emphasis on the models that drive systemic impact.

Zimkhitha Peter

CEO

Allan & Gill Gray Philanthropy South Africa





Meet the Team

Board of Directors



Anthony Farr



Dineo Lioma



Nicholas Kershaw



Prof Njabulo Ndebele



Nyeleti Magadze



Trevor Manuel

Executive Team



Zimkitha Peter
CEO



Keren Swanson
Head of Strategy and
Learning



Lethabo Rampya
Head of Grant-Making



Mpho Rapholo
Head of Finance and
Operations



Roshan Isaacs
Head of Strategic Partnerships,
Communications & Advocacy



Seth Mulli
Programme Director,
Allan Gray Makers



Linda Petersen
HR Business Partner



About Allan & Gill Gray Philanthropy South Africa

AFRICA

The vision of Allan & Gill Gray Philanthropies (AGGP) is for an **empowered, prosperous and productively-engaged African Citizenry** thriving in ethical societies, with dignity and hope.

AGGP's mission is to attack poverty by investing in, nurturing, and empowering responsible entrepreneurs and leaders who benefit society by helping to **accelerate meaningful employment creation** while embodying the values and behaviours of ethical leadership.

The role of Allan & Gill Gray Philanthropy South Africa (AGGP_SA) is to contribute to the **advancement of dynamic and self-sustaining entrepreneurship ecosystems** by working to understand, support, strengthen, and nurture the environment surrounding the entrepreneur.

AGGP_SA aims to **build healthy entrepreneurial ecosystems** that make the **entrepreneurship journey possible**.





Our Organisational Values

Long-Term Commitment

Making a long-term, sustainable contribution to society.



Humility and Spirit of Significance

Ambitious and yet personally humble – complementing a spirit of significance with humility.



Excellence

Focused on the things that matter most, striving to do them exceptionally well.



Responsible Stewards

A responsible steward of its mission and of resources.



Diversity and Inclusion

Acknowledging and celebrating the human diversity it represents, the histories that have shaped it and actively maintaining an inclusive culture. All interactions are enhanced by empathy and mutual respect.



Our Approach

Fostering a healthy entrepreneurship ecosystem, enabling the start and growth of responsible businesses.





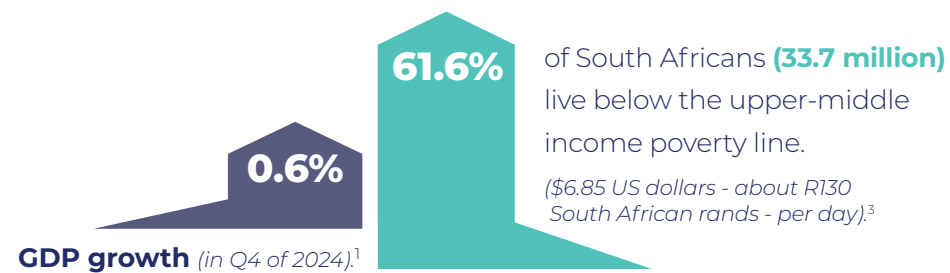
The South African Landscape

The entrepreneurial ecosystem in South Africa is complex and dynamic, presenting systemic challenges that require holistic solutions.

The success of entrepreneurial activity will depend on the environment in which it occurs. Yet, the country ranks 47th out of 49 countries in measuring the conditions of entrepreneurship ecosystems, with very limited data available. As a result, roleplayers in the ecosystem lack the critical insights to prioritise challenges, collaborate effectively, and identify targeted, localised solutions.

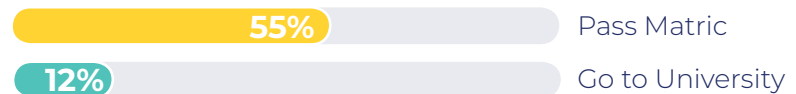
Thoughtful investment from multiple dynamic actors within the entrepreneurial ecosystem can contribute meaningfully to social change, particularly in promoting inclusive economic development and creating a more sustainable future.

The scale of South Africa's challenges underscores this urgent need for transformative solutions.

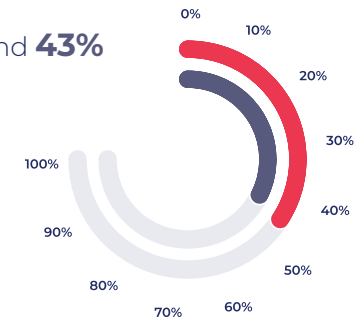


81% of learners cannot read for meaning.²

For every 100 children starting Grade 1:



45.5% of youth are unemployed and **43%** are not in any form of employment, education or training.⁴



7.5% of South Africans have entrepreneurial intentions.



11% of adults are starting or running a new business (this has fluctuated over the years).⁵

¹ Statistics South Africa (2025). Marginalised Groups Series VII: The Social Profile of the Youth, 2014–2024. Pretoria: Stats SA | ² World Bank (2024) Macro Poverty Outlook for South Africa | ³ PIRLS 2021 | ⁴ Statistics South Africa (2025). Marginalised Groups Series VII: The Social Profile of the Youth, 2014–2024. Pretoria: Stats SA | ⁵ GEM 2023 Report



The Entrepreneurial Ecosystem

There are **ten essential components** for a thriving entrepreneurship environment, including: talent, culture, demand, intermediaries, finance, networks, formal institutions, knowledge, leadership and physical infrastructure.

When these elements function effectively together, productive business development becomes possible, enabling more entrepreneurs to start, sustain, and scale their enterprises toward lasting prosperity.





How We Work

Fostering an environment where responsible businesses can start, grow and thrive stands at the heart of our mission.

AGGP_SA serves as both enabler and catalyst within South Africa's entrepreneurial landscape, committed to understanding, strengthening, and nurturing the ecosystem, through investments that address the issues or problems that hinder it. To do this, we work to identify, test, and share evidence-based models while generating contextual insights that help address binding constraints.

By improving conditions for entrepreneurship, AGGP_SA aims to enhance societal well-being, including the creation of meaningful employment.

The organisation takes a considered approach designed to: **understand and unpack ecosystem challenges (diagnose)**; **identify and test solutions that address these ecosystem challenges (demonstrate)**; and **share insights through meaningful stakeholder engagements (dialogue)**.

1. DIAGNOSE

the ecosystem using credible research and evidence-based frameworks. This involves understanding the systemic conditions and interdependencies that drive and hinder entrepreneurial activity.

2. DEMONSTRATE

working solutions for the ecosystem by supporting existing initiatives and models through grant making and / or innovating scalable new solutions. The aim is to find scalable or replicable models that effectively address diagnosed constraints in the ten ecosystem conditions.

3. DIALOGUE

is facilitated between stakeholders by fostering collaboration, trust, and the co-creation and replication of solutions. Engaging in dialogue with policymakers, support organisations and other ecosystem factors is vital for shaping evidence-informed policies and practices that are aligned with the ecosystem's needs.



There are three strategic pillars that underpin AGGP_SA's understanding of the development of a healthy entrepreneurial ecosystem:



Ultimate Goal: A Healthy Entrepreneurial Ecosystem



Building a Pipeline of Talent

so that more people are equipped with and competent in foundation skills to start and staff business.



Championing a Culture of Responsible Entrepreneurship

where responsible entrepreneurship is valued and celebrated with more people choosing to be entrepreneurs.

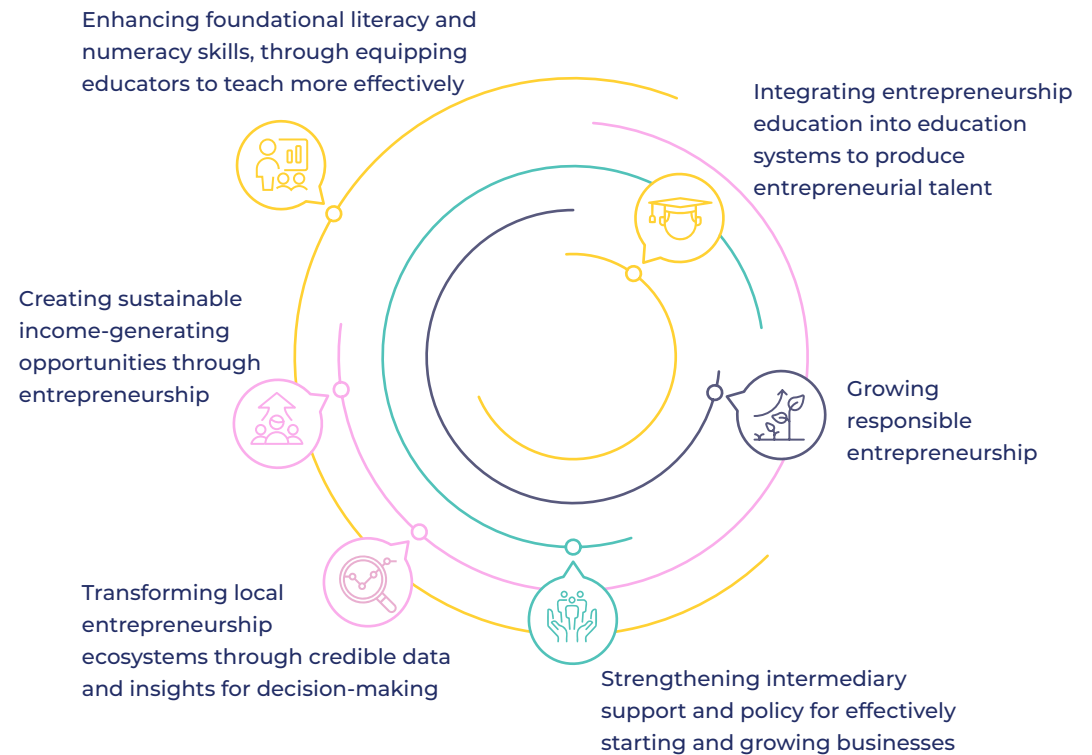


Amplifying Support for Entrepreneurs

so that more businesses are effectively supported from start-up stage and beyond.

Six high impact models sit at the centre of this strategic focus. We seek to enable and replicate these models, creating a multiplier effect that catalyses opportunities for system-wide change.

These six models include:



Our Contribution

Making the entrepreneurial journey possible.





Collaboration with like-minded partners is critical to unlock value and to co-create sustainable solutions that make the South African entrepreneurial journey possible.

In this chapter, we highlight the contributions made in the past year.

Click to navigate through this chapter

DIAGNOSE

Connecten

DEMONSTRATE

Funda Wande

Jakes Gerwel Fellowship

Hamba Nathi

Inspire

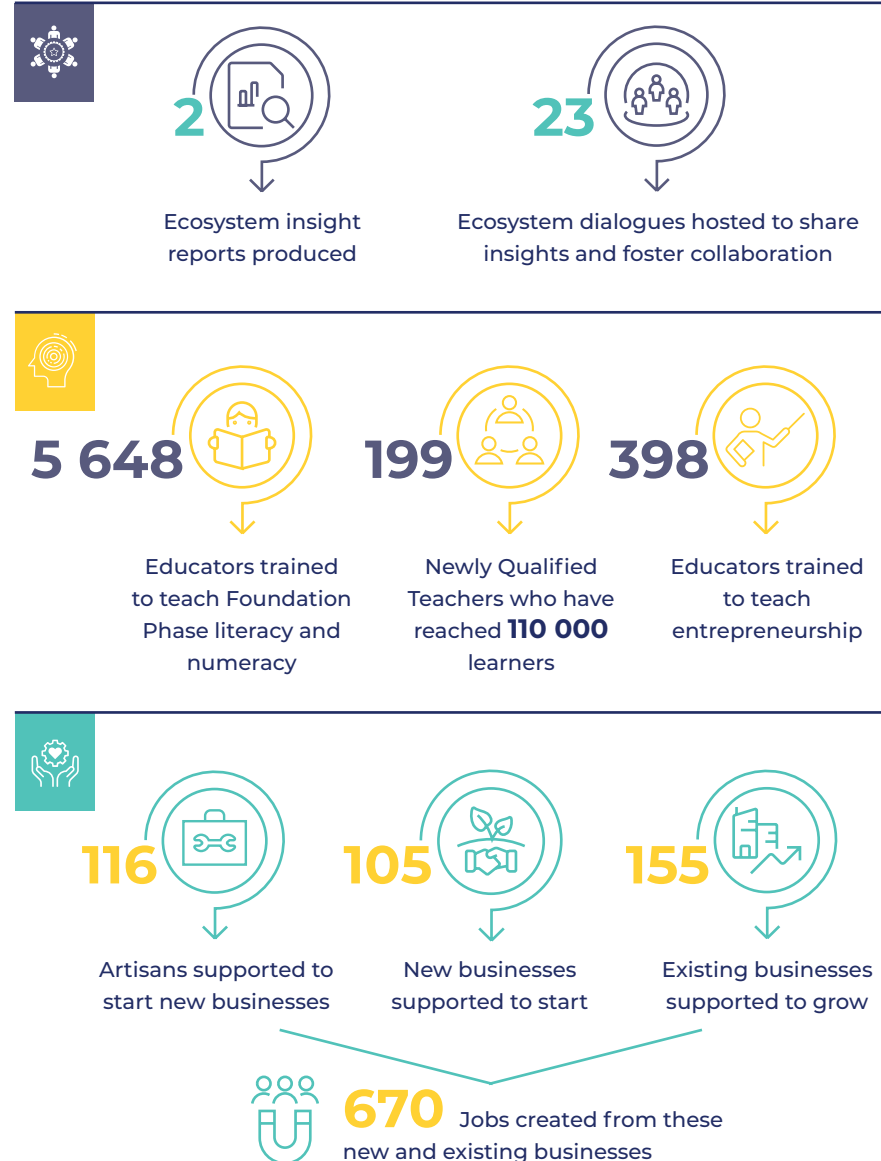
Technicolour

Allan Gray Makers

DIALOGUE

Motse Collective Impact

Some noteworthy progress achieved in 2024 includes:





Connecten



Enabling a Healthy Entrepreneurial Ecosystem

Background

Connecten was established to **diagnose** the state of entrepreneurship in South Africa by understanding, tracking and measuring ten conditions that support the creation of a healthy ecosystem in all nine provinces. The initiative was established in support of AGGP_SA's strategic focus on **transforming local entrepreneurship ecosystems through credible data and insights for decision-making**.



The 10 Conditions of a Healthy Entrepreneurship Ecosystem include:

Entrepreneurship Culture: The extent to which entrepreneurship is valued. | **Networks:** The connectedness of businesses for new value creation. **Physical Infrastructure** Connective infrastructure (electricity, water, transport and internet). | **Access to Finance:** The availability of effective and sufficient funding for all businesses. | **Leadership:** Actors taking a leadership role in the ecosystem and driving improvement in all 10 conditions. | **Talent:** The prevalence of individuals with high levels of relevant education and skills. | **New Knowledge:** The level of investment into and commercialisation of research and development. | **Demand:** Potential customers that buy products and services. | **Intermediaries:** The accessibility of effective incubation, acceleration and business support service. | **Formal Institutions:** The rules of the game in society.



Through Connecten, our longer-term goal is to ensure that this data is both accessible and useable, and supports decision-making for ecosystem enablers. Well-informed interventions that improve ecosystem conditions, must be measured to demonstrate their wide-scale impact.

2024 Highlights

4

Municipalities equipped with ecosystem data

4

Ecosystem Enablers mobilised to support data collection and use insights for action

2

Research Reports

- **ILembe District Report:** to be disseminated in 2025
- **TVET Report: Ecosystem Mapping of Innovation Entrepreneurship at South African TVETs**

Connecten has successfully measured the entrepreneurial ecosystem across four local municipalities that comprise the iLembe District in KwaZulu-Natal, establishing a **pioneering methodology for gathering and analysing entrepreneurial ecosystem data at a highly localised level**. This was the first comprehensive assessment of its kind, and as such presented important learnings.

The true test of this milestone will be demonstrating how effectively these data and insights can inform ecosystem enablers and entrepreneurship support initiatives in the iLembe District.

Another project, funded by the United Nations Development Programme (UNDP) and Department of Science and Innovation (DSI) **mapped the status of these ten conditions in the national Technical and Vocational Education and Training (TVET) ecosystem** and demonstrated the importance of good quality data to inform entrepreneurship interventions at a sector level.

Furthermore, with the support of an AGGP_SA grant, the Allan Gray Centre for Africa Entrepreneurship (AGCAE) has produced the **Africa Entrepreneurship Ecosystem Index** - a pioneering research tool for measuring entrepreneurial ecosystems in Africa. This tool is a major milestone that contributes to evidence-informed support for entrepreneurs in Africa, addressing critical gaps in entrepreneurship ecosystems across the continent.

AGCAE creates, integrates and diffuses knowledge to improve data-and-dialogue driven entrepreneurial ecosystem development in Africa.

Learn more [HERE](#).



Key Learnings

Data collection and local-level analysis are crucial to thoroughly understand entrepreneurship ecosystems.

The iLembe District project is serving as the foundation for Connecten's development of a blueprint for municipal-level data collection, with the aim of informing a scalable, national approach. To support this work, there is a continued need to access and apply updated data sources for ecosystem insights.

Partnerships are crucial for scaling impact. Strengthening and formalising partnerships with key stakeholders such as the Department of Cooperative Governance and Traditional Affairs (COGTA), UNDP, the Technology Innovation Agency (TIA) and AGCAE to expand data collection and foster greater collaboration at a municipal level.

Partners



Internal:

AG Makers – For access and engagement with leaders in the TVET space.

Allan Gray Centre for Africa Entrepreneurship (AGCAE) – For greater understanding of the entrepreneurial ecosystem through their study ranking 26 African countries according to the health of their entrepreneurial ecosystem.

External:

COGTA – Through this partnership, Connecten could access the four municipalities that make up the iLembe district. COGTA has since indicated their willingness to adopt Connecten as a framework to improve their local economic development planning.

UNDP, DSI and the ***TIA*** - Instrumental organisations in sharing relevant literature and TVET information.

TIA also played a significant role in reviewing the iLembe report and sharing it with key stakeholders.





Looking Ahead

Connecten's roadmap focuses on building capacity to expand its pilot efforts into more provinces. By December 2025, the initiative aims to have developed **comprehensive assessments of all 10 ecosystem conditions across South Africa's nine provinces** in collaboration with AGCAE. Parallel to this, Connecten will conduct **a specialised analyses of the ten conditions within the technical, vocational and informal sectors**.

Prioritising knowledge sharing and data dissemination, Connecten will develop an **online dashboard featuring provincial insights** alongside explanatory materials about Connecten's approach and the ten conditions framework.

Finally, Connecten is moving into the second phase of the iLembe district pilot project and translating research into action. The first step is to establish a collaborative stakeholder network in partnership with COGTA, to **design and launch initiatives that address the critical ecosystem conditions** identified through the research and data collected to date.





Funda Wandé



Building a Pipeline of Talent

Background

Building a pipeline of entrepreneurial talent in South Africa starts with ensuring that all children – regardless of their background or circumstance - have access to quality education from their foundational years.

We support the work of Funda Wandé, an NPO that is addressing South Africa's literacy crisis by supporting teachers to effectively teach literacy and numeracy in the early grades. Their mission is to close the literacy and numeracy gap in South Africa by ensuring that all children are reading for meaning and calculating with confidence by age 10.

Funda Wandé programmes are evidence-based and focused on:

- structured pedagogy that incorporates teacher training and ongoing support,
- high-quality learning and teaching support materials, and
- research-driven advocacy.

2024 Highlights

5 648



Teachers equipped to teach foundational literacy and numeracy

202 821



Learners supported with foundational literacy and numeracy education

974



Schools reached



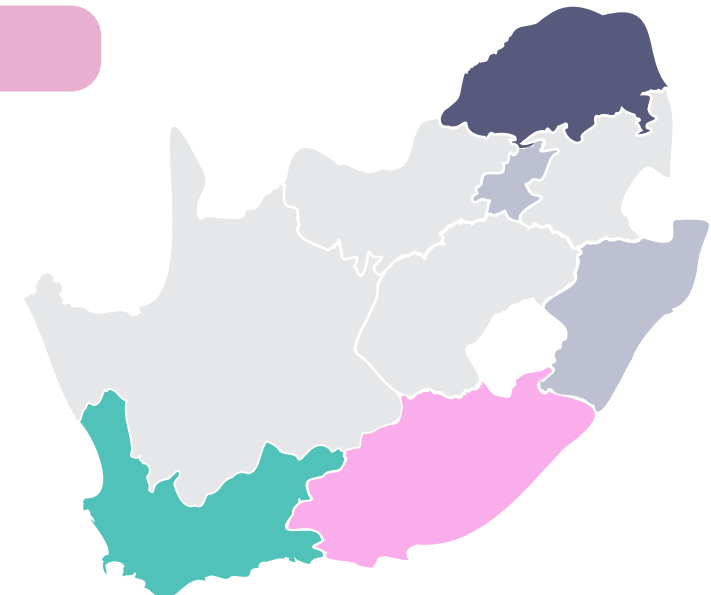
Western Cape:
864 schools



Eastern Cape:
80 schools



Limpopo:
30 schools





Digital Learning Growth

60

Literacy training videos produced
in Sesotho and Setswana



Towards a national footprint

Funda Wandé has successfully expanded beyond its initial footprint of Eastern Cape, Western Cape and Limpopo to Gauteng and KwaZulu-Natal. The first step has been to establish strong partnerships with government, following which the organisation will work towards addressing systemic challenges, using experience and proven solutions embedding its interventions within the institutions.

Building capacity to support a scalable model

Funda Wandé has implemented a train-the-trainer model in the Eastern Cape, reducing reliance on external facilitators, and contributing the resilience and longevity of the intervention.

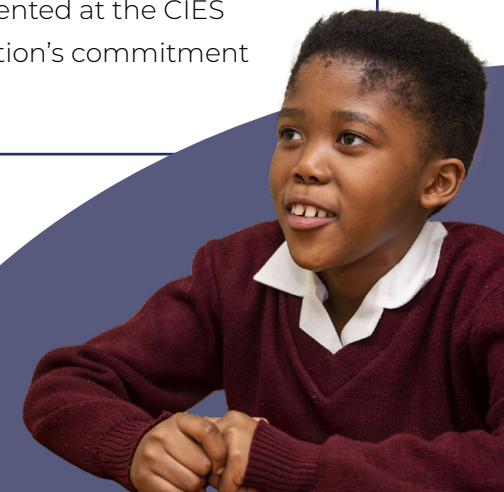
Partners



Funda Wandé's funding partners are instrumental in building scalable programmes with far-reaching impact. They include:

- *Maitri Trust*
- *Firststrand Foundation*
- *Oppenheimer Memorial Trust*
- *Prevail Fund*
- *Gates Foundation*
- *Michael & Susan Dell Foundation*

Funda Wandé is continuously improving its research-driven advocacy efforts and enjoys ongoing research collaboration with *J-PAL*, the *University of Cape Town (UCT)* and *RESEP (Research on Socio-Economic Policy)*. These partnerships help to inform programme design and ensure that all decisions and interventions are rooted in evidence. Findings from this research will be presented at the CIES 2025 conference as part of the organisation's commitment to influence policy decisions.





Key Learnings

Continuous support and professional development

for teachers is essential. When teachers join Professional Learning Communities and in-school coaching programmes, training becomes more effective and sustainable.

Funda Wande's train-the-trainer model – already in action - is set to expand to include mentorship and peer learning frameworks that will help teachers to retain new knowledge and support them in practice.

Decisions must be backed by data. Collecting real-time data allows programmes to adapt for better outcomes. When people consistently use digital tools, reporting becomes more streamlined, and decision-making can be evidence-based. By supporting the people who use these tools, Funda Wande can ensure both wider adoption and more reliable data.

Government buy-in is critical. Funda Wande's structured pedagogy interventions are already being successfully scaled across multiple provinces. These interventions must become deeply embedded within existing educational systems and this cannot be achieved without the full buy-in and support of national and provincial government.

Looking Ahead

Partnerships for expanding and deepening impact.

Funda Wande is collaborating with provincial education departments to formally integrate structured pedagogy into their strategies; scaling the train-the-trainer model in the Eastern Cape, expanding interventions in Gauteng and KwaZulu-Natal, and refining implementation in the Western Cape and Limpopo.

Strengthening digital learning and teacher support.

Building on the success of its initial digital learning initiatives, Funda Wande is expanding digital teacher training resources and piloting blended learning approaches. This includes increasing access to multilingual digital content and providing personalised teacher support.





Jakes Gerwel Fellowship



Building a Pipeline of Talent

Background

Pursuing positive systemic change in South African schools, we also support the work of the Jakes Gerwel Fellowship (JGF) to develop expert teachers who will emerge as leaders and innovators in the education space.

JGF has established a unique development pathway that begins with scholarship support for teachers in training (those studying their Post Graduate Certificate in Education (PGCE)) and extends through a structured two-year induction programme for newly qualified teachers (NQTs). By developing teaching expertise and professional resilience, JGF seeks to support these promising educators remain within the education system and empower them to make meaningful, lasting impacts on the quality of schooling.

The JGF holistic model integrates:

- coaching
- mentoring
- professional development
- collaborative learning communities
- psychosocial support

2024 Highlights

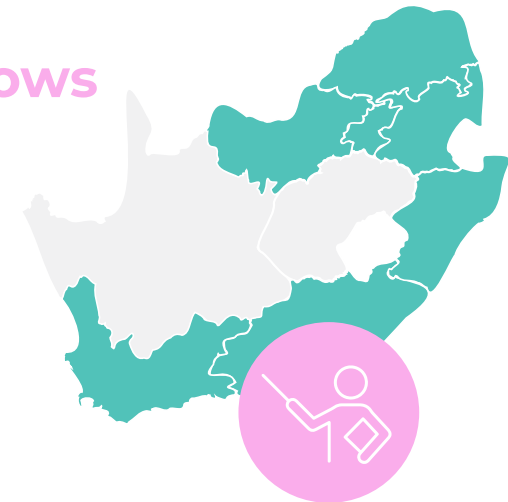
There are currently

199 JGF fellows

teaching in

146 schools

across South Africa



These teachers are collectively

reaching over **110 000 learners**

in South African schools





Fostering a vibrant community of learning and professional practice. Supported by over 260 individuals, the JGF Annual Summit provided a useful platform for networking, sharing of best practices, and incorporates the JGF graduation celebration.

Demonstrating resilient leadership. Vika Nikelo, a JGF fellow and the first to become a school principal, leads a LEAP high school in Alexandra, Johannesburg. He has been recognised by LEAP's founder, John Gilmour, for his resilient leadership.

JGF's in-service programmes identify and support teachers with similar leadership potential, empowering them throughout their teaching journey.

Key Learnings

Government is a critical partner for sustainable scale.

An investment of time and resources is required to ensure meaningful collaboration and effective action.

Scaling impact requires a scaling mindset. JGF is rethinking scale in the context of quality teacher induction. A shift in strategy to focus on foundation phase teacher induction in low fee-no fee schools will allow JGF to expand to an anticipated annual future intake of 300-500 teachers.

Partners



JGF collaborates with a range of strategic thought partners, including these organisations:

- **Wavambuzi**
- **AGEC**
- **Inspire**
- **AG Makers**
- **1Million Teachers**
- **e-cubed.org**
- **JET Education Services**
- **Lego Foundation**

Looking Ahead

JGF is prioritising and expanding its in-service programmes, with the long-term view of providing professional development interventions for NQTs across teaching phases, subject specialties, and school quintile distinctions.





Hamba Nathi



Building a Pipeline of Talent

Background

Operating as a grant programme of AGGP_SA, Hamba Nathi identifies effective models that mitigate learning losses in foundation phase – specifically those that address literacy and numeracy. The programme supports initiatives that improve access to quality education and is focused on developing evidence-based, replicable interventions that can influence government policy and strengthen foundational learning across South Africa.

Hamba Nathi was established in 2021 to address the urgent need to recover learning after the Covid-19 pandemic-related school disruptions, that caused learners to lose up to 75% of learning. The crises challenged South Africa's already vulnerable education system, highlighted by the 2021 Progress in International Reading Literacy Study (PIRLS) that found 81% of Grade 4 learners struggle to read for meaning.

Hamba Nathi supports interventions that have demonstrated success in reducing learning losses in Foundation Phase. These programmes include: **Funda Wande**, **The Learning Trust**, **ReSEP** and **Community Chest** in the Western Cape – specifically the **YearBeyond** programme.





Highlights to Date

We work strategically with Hamba Nathi partners to identify more effective ways to support foundational literacy and numeracy, placing a special focus on catch-up programmes for vulnerable learners in South Africa. Although 2024 achievements were not available at the time of publishing this report, Hamba Nathi has made significant contributions to the foundational literacy and numeracy ecosystem in its first two years of operations. These include:

Building the Capacity of Teacher Assistants

- **Funda Wandé** developed the Reading Academy to complement the Advanced Certificate in Foundation Phase Literacy Teaching at Rhodes University. The Reading Academy specifically targets teacher assistants helping them to more efficiently support classroom reading and prepare learners for reading with comprehension.
- **Funda Wandé** and **The Learning Trust** are supporting the design and implementation of The Zazi iZandi Pilot Initiative that evaluates programmes supporting teaching assistants – specifically to develop phonemic awareness in Grades R and 1. This collaborative effort is supported by the Eastern Cape and Limpopo Departments of Education.

Strengthening the role of After-School Programmes (ASPs)

- **The Learning Trust** hosted the Amplify After School Programme Symposium that facilitated knowledge exchange, inspired innovation thinking and celebrated the contribution of ASPs to education. Insights from the symposium were shared at the Department of Basic Education's (DBE) Reading Panel, and at the pre-SONA Presidential Youth Engagement.

Advancing Knowledge and Advocacy

- **Hamba Nathi** hosted its second Learning Lab, a convening that fosters collaboration by connecting stakeholders to share solutions and measure impact on literacy and numeracy outcomes.
- **RESEP** has produced valuable research addressing educational challenges, including dropout rates, repetition, learning loss inequality, and curriculum policy changes. Their work has influenced national discourse through contributions to the Reading Panel 2030 report and research on the impact of the Covid-19 pandemic on education in South Africa.



- **YearBeyond** is continuously innovating through new support initiatives, including developing several learning briefs on partnerships, youth programme design and delivery, and bridging programmes specifically focused on early learning.
- **Funda Wande** produced an advisory note and insights on the efficacy of Teacher Assistants, which was also presented at the DBE's Reading Panel and reported in various media outlets.



Key Learnings

Developing a common measurement approach across all Hamba Nathi initiatives remains a priority. Hamba Nathi has not yet been able to report on how much learners have improved in foundational literacy & numeracy skills, using a common tool that benchmarked against a national average. This is a crucial step to determining which models are effective and identifying which could be scalable. Inspire – our newly formed initiative - may be well-positioned to address this gap through new diagnostic tools that are currently in development.

Hamba Nathi's Theory of Change that was co-created in 2023, continues to direct and highlight opportunities for our involvement in this space – particularly in leveraging the organisation's convening potential and capability to support transitional-level change.

Looking Ahead

Hamba Nathi's grant period concluded in 2024. We will review key insights and learnings that will inform the strategic direction for supporting education initiatives in foundational learning.



Inspire



Building a Pipeline of Talent

Background

Inspire is our new strategic initiative that exists to identify effective models for ***integrating entrepreneurship education into education systems to produce entrepreneurial talent.***

By strengthening teaching practices, fostering entrepreneurial learning environments, and introducing measurable frameworks for success, Inspire aims to ensure that entrepreneurship education extends beyond the classroom.

This approach includes:



The development of an entrepreneurship teaching course.



Assessing the entrepreneurial efficacy and competencies in learning institutions.



Consolidating and sharing evidence-based research and insights on effective solutions.



Advocating and convening ecosystem players to stimulate engagement, collaboration and co-creation in manners that will maximise impact.

Inspire is the result of a new strategic direction for our original Entrepreneurship in Schools Initiative. The initiative takes a multi-pronged approach for testing various models that effectively integrate entrepreneurship education into learning institutions.

2024 Highlights

50

Educators
trained
to teach
entrepreneurship

6

New
strategic
partners
formed

1

Entrepreneurship
teaching course
developed and
piloted

In 2024, Inspire has also:

- Piloted its first competency-based Entrepreneurship Training Course to equip educators.
- Developed a robust tool to standardise the assessment of entrepreneurial competencies.



Inspire was established to cultivate entrepreneurship competencies in young people – and *inspire* – an entrepreneurial spirit.

Partners



- **Matthew Goniwe Schools of Leadership & Governance** – Inspire's first implementing partner that supports the piloting of educator training in Gauteng
- **JGF** - JGF fellows participate in Inspire's pilot training programme
- **DBE E3** – The DBE's implementing arm for entrepreneurship curriculum

Looking Ahead

Inspire is committed to building **a consolidated strategy across the entrepreneurship value chain** – from schools to higher education institutions and is extending its reach to individuals that are not in any form of education, employment, or training.

The initiative's immediate focus is the pilot training programme that aims to **equip educators with the skills to nurture entrepreneurial competencies**.

Simultaneously, Inspire is developing sophisticated diagnostic and assessment tools that may address the critical gaps that exist within standardised measurement approaches in this space, creating **a foundation for evidence-based programme development and evaluation**.





Technicolour



Amplifying Support for Entrepreneurs

Background

South Africa's informal economy has significant potential to absorb new entrepreneurs and contribute meaningfully to economic growth and job creation. Technicolour, another of our grant initiatives, is running a pilot programme to reach underserved communities typically excluded from formal economic interventions.

Technicolour aims to amplify support for entrepreneurs and increase the number of businesses starting and growing sustainably and works in support of strengthening intermediary support and policy for effectively starting and growing businesses.

With the goal of better understanding the complex and unique barriers to entry and growth for enterprises in the informal sector, Technicolour has partnered with 10 enterprise development support programmes - specifically entrepreneurship support organisations (ESOs) - in KwaZulu-Natal, the Eastern Cape and Mpumalanga.

2024 Highlights

10 ESOs supported



Technicolour has distributed grants to 10 ESOs in the informal economy. These ESOs bridge gaps between entrepreneurs and resources and are strategically positioned in townships and rural areas to provide context-specific support that addresses multiple barriers to entrepreneurial success through tailored, locally responsive support. The grants are projected to provide business development support for 29 980 entrepreneurs, help to launch 3 720 new informal businesses, and support the growth of 4 963 existing businesses.



Key Learnings

The initiative has identified valuable areas of learning that will inform our work while also providing important insights for the broader ecosystem. These include:



Effective methodologies for data collection and impact measurement in a context where formal data is often scarce.



Tailored support and adapting the best practices of ESOs to meet the specific needs of informal entrepreneurs.



Financial inclusion from micro-lending to savings groups, digital financial services and building financial literacy.



Market access and integration into formal sector value chains and the facilitation and support role of ESOs.



Approaches to support the formalisation of businesses through business registration, compliance, legal protection and supporting lower levels of regulatory burdens on informal entrepreneurs.

Looking Ahead

Results from the first phase of grant reports, expected in the new year, will provide an opportunity to share insights widely as the Technicolour initiative progresses. Additional grants are planned to expand support for enabling platforms focused on reducing barriers to entry and enhancing entrepreneurial success within the informal economy.





Allan Gray Makers



Amplifying Support for Entrepreneurs

Background

Allan Gray (AG) Makers is an entrepreneurship development initiative that empowers vocational and technical entrepreneurs with the practical expertise and business acumen needed to thrive in South Africa's economy. The programme supports Technical and Vocational Education and Training (TVET) graduates, artisans, and informal business owners, equipping them with entrepreneurial mindsets, technical skills, and access to business opportunities.

By working with TVET colleges, industry stakeholders, and entrepreneurship ecosystem partners, Allan Gray Makers seeks to bridge the gap between technical skills training and business sustainability, ensuring that skilled entrepreneurs can create, grow, and sustain businesses that contribute to economic development.

Through AG Makers, we are contributing to **strengthening intermediary support for effectively starting and growing businesses** and **creating sustainable income-generating opportunities through entrepreneurship**.

AG Makers' 2035 vision for South Africa:

2 million

Young people perceive artisanal entrepreneurship as a worthwhile career

200 000

Artisans have started and are able to sustain their businesses

10 000 - 20 000

Small and medium artisanal enterprises employ 5+ people and are operating sustainably



This vision will have resulted in:



300 000

Income-earning opportunities

Improved lives for over **1 million** business owners and their households



AG Makers is working to realise this vision through three core programmes:

Makers Movement

Makers Movement champions a supportive technical and entrepreneurial ecosystem by improving the perception of careers in the technical and vocational trades, lowering systemic barriers to entrepreneurship, and building industry cohesion in the trades through research, partnerships, and advocacy.

Flagship initiatives of the Makers Movement include:

Artisans of Mzansi – a competition to celebrate artisan talent and spotlight artisan entrepreneurs as relatable business role models.

Makers Fest – an annual event that brings together thought-leaders, entrepreneurs, AG Makers programme participants, ESOs and other government and civil society stakeholders to shine a spotlight on the exciting opportunities that exist within the technical and vocational space.

Makers Launchpad

By contributing to improving foundational entrepreneurial skills and exposing more young people to the technical trades, Makers Launchpad serves as a key contributor to our strategic pillar of building a pipeline of talent.

An important part of the Makers Launchpad mission is to foster an entrepreneurial culture in the technical and vocational environment. **The Inter-College Competition** is open to all 50 TVET colleges and serves as a platform to showcase existing businesses and business ideas.

Makers Hub

AG Makers leverages its existing network and deep industry knowledge to equip artisans with the resources needed to transform their creative passion into thriving, scalable enterprises, thereby driving broader economic development and innovation within the artisan sector. The Makers Hub provides relevant support to artisan and trade entrepreneurs through their start-up, growth and maturity stages. This includes offering tailored support, mentorship, industry exposure, and the necessary tools to launch ventures, through:

- 1. The Start-up Academy** supports aspiring entrepreneurs in the plumbing and electrical trades to start their businesses.
- 2. The Association Hub** fosters a collaborative learning environment by providing a platform for networking, peer learning, and supporting streamlined operations for entrepreneurs.
- 3. The Maturity Hub** was launched in 2024 with 15 members recruited from the Association Hub. The Maturity Hub helps established artisan ventures to penetrate new markets, expand their foothold in existing ones, and attract investment.



2024 Highlights

Makers Movement



111 833

Individuals in the entrepreneurial community reached



4 514

Individuals participated in AG Makers Fest



679 in person



3 835 online

3 538

Applicants to the Artisans of Mzansi competition



Makers Launchpad

13

TVET colleges reached

348

Educators trained to teach entrepreneurship



2 228

TVET students equipped with entrepreneurship education

526

TVET students with improved entrepreneurship competencies

2024: **6 343** Participants

Participation at the **Makers Launchpad Inter-College Competition** reflects its increasing popularity and effectiveness:

2020: 471 Participants





Makers Hub



Startup Academy



The Startup Academy Dashboard tracks progress, centralises data, and enhances reporting capabilities. By integrating all key metrics in one accessible platform, it has streamlined the academy's operations, improving its ability to monitor performance and make informed decisions.

The Venture Diagnostic Tool has provided valuable insights into the current state of ventures within the Startup Academy. This data-driven perspective allows for better understanding of the needs and challenges faced by each venture, enabling more refined and tailored support.

116

Artisans in the plumbing and electrical trades supported to start new businesses

105

New businesses successfully started

105

Jobs created by these businesses

Association Hub

155

Businesses supported

Maturity Hub

15

Businesses supported

**565**

Jobs created by these businesses





Other Highlights

The Allan Gray Makers Advisory Council was established in 2024 as a body that provides insight and guidance and ensures continuous programme effectiveness and accountability.

As part of its work to embed entrepreneurship in the TVET sector, AG Makers has developed the **TVET Entrepreneurship Development Programme (TVET_EDP)**, supported by the Department of Higher Education and Training (DHET). The programme will aim to drive and coordinate entrepreneurship activities across South Africa's TVET colleges.

Key Learnings

Partnerships with industry associations are instrumental in enhancing both impact and reach.

All partnerships and funding agreements must always be aligned in values and ultimate goals. Evaluating potential partners with clearly defined criteria creates room for negotiating mutually beneficial terms that will ensure alignment without compromising values.

Partners



Key resourcing partners:

- **FEMEF and ABSA:** Co-funding partners for the Startup Academy with an investment of R12 million and support pledged for 2025.
- **ABSA, SAB Foundation, and Future Managers:** Co-funding partners for the Inter-College Bootcamp, with an investment of over R7 million.

Key endorsing partners:

- **DHET**
- **South African Public Colleges Organisation (SAPCO)** (supporting the Executive Leadership Workshop for Deputy Principals and the implementation of entrepreneurial initiatives)

Key industry partners, providing invaluable industry insights, influential networks, and robust endorsements to strengthen the Startup Academy programme:

- **Electrical Contractor's Association South Africa (ECSA)**
- **Institute of Plumbing South Africa (IOPSA)**



Looking Ahead

AG Makers' focus is on innovation and support for the development of artisan entrepreneurial talent. The organisation plans to expand the Startup Academy's Technical Talent Investor Programme to all nine provinces in South Africa over the next three years.

This national expansion will be supported by a comprehensive analysis of the top 13 trades and high-growth industries, connecting artisan entrepreneurs directly to market opportunities where their skills are most needed and valued.

Beyond South Africa, AG Makers is responding to strong interest from Kenya and Rwanda. The organisation is developing a growth strategy, carefully tailored to each region's unique entrepreneurial landscape, that aims to foster innovation and talent development across Africa.





Motse Collective Impact



Championing a Culture of Responsible Entrepreneurship

Background

The intention behind Motse Collective Impact is to foster collaborative spaces between individuals and organisations committed to strengthening South Africa's entrepreneurial ecosystem. In these spaces, knowledge can be meaningfully shared, and expertise is efficiently pooled to create conditions where entrepreneurship can flourish.

Motse has a three-pronged approach:



Leveraging insights and research



Convening and dialoguing



Collaborative action and implementation

Through developing ecosystem partnerships, facilitating insight-driven and action-oriented dialogue and thoughtfully advocating for entrepreneurship advancement, Motse is making substantive progress towards our model of **strengthening intermediary support and policy for effectively starting and growing businesses.**

Entrepreneurial success requires collective action rather than isolated efforts.



[Discover more about Motse Collective Impact](#)



2024 Highlights

Throughout 2024, Motse has steadily contributed to a more connected and resilient environment for entrepreneurs. Each convening engagement represents milestones in our collective journey to shape and influence South Africa's entrepreneurship ecosystem.

5

Dialogues with ecosystem enablers to share *insights and data*

18

Dialogues with ecosystem enablers to share *policy recommendations*

A few key highlights from the year include:

The launch of the Motse Collective Impact website that features:

- insights from important thought partners in South Africa's entrepreneurship ecosystem;
- a learning lounge that offers free access to a range of video-based masterclasses; and
- a range of open-source research papers and other resources.

The establishment of the Table 15 platform. Table 15 is a curated space for ecosystem enablers – both internal and external - to engage in deep, action-oriented conversations.

Read more about [***Table 15***](#).

A series of panel discussions that coordinate conversations for supporting ecosystem growth. These forums unite diverse voices – both within the AGGP Group and the broader ecosystem. This strengthened internal collaboration creates an opportunity to demonstrate the collective capability of the Group and show how its efforts in advocacy, policy, partnerships, and entrepreneurship development are interconnected.

Engagement in key conferences including:

- Amplified visibility of key issues such as artisanal skills development, women's entrepreneurship in the TVET sector, and the role of philanthropic investment in economic growth at African Women Innovation & Entrepreneurship Forum (AWIEF).
- Strengthened networks and partnerships by engaging a broad range of stakeholders; including investors, support organisations, academics, and policymakers during a joint exhibition at the Global Entrepreneurship Congress (GEC) +Africa.
- Shared thought leadership on impact measurement in complex systems at the Aspen Network of Development Entrepreneurs (ANDE) Global Conference, contributing to sector-wide learning and positioning the organisation as a knowledge resource.



Contributions to the UCT Social Impact Course.

As an organisation, we had the privilege to share insights on the power of strategic convening to align stakeholders, drive action and create sustainable change. This engagement provided the opportunity to reinforce the importance of collaboration across the entire entrepreneurship ecosystem.

Participation in an entrepreneurial ecosystem building workshop with the Western Cape Government and AGCAE that gave us an opportunity to contribute to bridging the gaps between policymakers and entrepreneurs. This engagement also emphasised the importance of structured collaboration in ecosystem enablement.

Key Learnings

Consistent collaborative engagement with key strategic partners drives, strengthens and sustains engagement. Maintaining this momentum is a priority for Motse.

Engagement with media platforms is important to amplify external reach and build third-party advocacy.

Facilitating policy dialogue is a priority focus area and the development of a formal policy engagement framework will sustain Motse's growing credibility in this space and drive measurable policy change.

Partners



- ***I4POLICY***
- ***Global Entrepreneurship Network (GEN)***
- ***ANDE***
- ***AWIEF***





Table 15

By its design, Table 15 seeks to bring together internal expertise and external stakeholders to engage strategically in deep, action-oriented conversations. These are **curated discussions that provide a platform for resource-sharing and problem-solving** - ensuring that convenings result in practical solutions and real-time impact.

The Table 15 convening format has proven effective in connecting ecosystem partners and facilitating valuable discussions. Since its inception, Table 15 has hosted **five events** across different regions including Johannesburg, KwaZulu-Natal, the Eastern Cape, and Secunda. Participants consistently describe these gatherings as inspiring, informative, and collaborative, particularly valuing the intimate settings that encourage open, honest, and meaningful interactions.

The feedback from these initial gatherings will help to strengthen ongoing dialogue, enabling the initiative to make a meaningful contribution to building a stronger entrepreneurial ecosystem supported by collective wisdom.

Table 15 is an important part of our broader mission to **share knowledge and amplify the voices of changemakers**, ultimately championing an inclusive, connected and empowered entrepreneurial ecosystem.

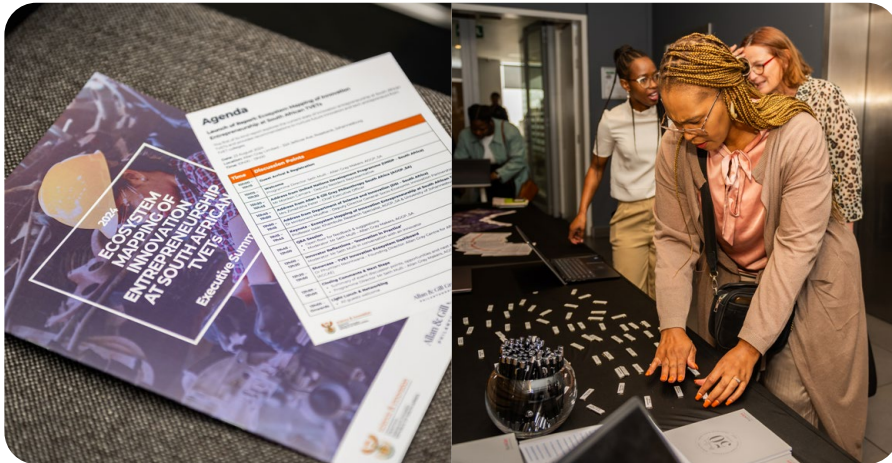
Looking Ahead

Through Motse Collective, we are strengthening our contribution as an ecosystem enabler and convener of meaningful dialogue, bringing together high-impact, well-structured, and globally recognised engagements. As this initiative takes root and establishes itself further, it will focus on:

- Adopting and adapting best practices.
- Ensuring all engagements are outcome driven.
- Carefully curating dialogues, interactive formats and knowledge-sharing platforms to enhance collaborative experiences.
- Integrating digital and hybrid convening strategies to expand reach and improve accessibility.
- Measuring convening success with clear impact metrics.

2024 in Pictures





The report: **Ecosystem Mapping of Innovation Entrepreneurship at South African TVETs** was launched in 2024.



The **Table 15** initiative launched with a series of **five gatherings** across the country that established an effective convening format for meaningful engagement and knowledge-sharing in the entrepreneurship ecosystem.



An entrepreneurial ecosystem building workshop with the Western Cape Government and AGCAE gave us the opportunity to contribute to bridging the gaps between policymakers and entrepreneurs.



We hosted a panel at the African Women Innovation and Entrepreneurship Forum that elevated the voices of women entrepreneurs in the TVET sector, advancing the conversation on inclusive growth.



Our joint exhibition with the Allan Gray Orbis Foundation at the **Global Entrepreneurship Congress+Africa** deepened engagement with global and African ecosystem leaders.



Funda Wande's train-the-trainer model in the Eastern Cape is proving to be an effective model to support programme sustainability.



Vika Nikelo, the first JGF fellow to become a **school principal**, now leads a LEAP High School in Alexandra, Johannesburg, demonstrating the transformative potential of JGF leadership development.



The **JGF 2024 Annual Summit** was supported by over 260 individuals and included the graduation celebration of JGF fellows.



Hamba Nathi's second Learning Lab achieved outstanding success.



The **Inter-College Competition** led by **AG Makers Launchpad** serves as a platform to recognise existing businesses and business ideas.



The annual **Makers Fest by AG Makers** shines a spotlight on the exciting opportunities that exist within the technical and vocational sectors, celebrating innovation and entrepreneurship.

By improving conditions for entrepreneurship, we aim to enhance societal well-being, including the creation of meaningful employment.



Allan & Gill Gray
PHILANTHROPIES

allangillgrayfoundation.org