

CSI BROCHURE  
2019 / 20

## Covid-19 brings an even greater need for CSI



**T**he past few years have undoubtedly been tough for our country, but no one could have anticipated the severity of the blow dealt to us in early 2020, in the form of Covid-19.

In a short period of time, we saw businesses crumble, and unemployment and poverty begin to escalate to unprecedented levels. Tears in the socio-economic fabric of South Africa have been exposed and widened by the pandemic, with those already suffering the most, bearing the worst of the impact.

Momentum Metropolitan Holdings recognises that we have a responsibility to support and plough back into the communities that we serve; the same communities that are home to our clients and many of our employees. We do this through the Momentum Metropolitan Foundation, our NPC which aims to advance youth empowerment in South Africa.

This responsibility has become more critical than ever: not only is youth unemployment predicted to grow in the wake of the pandemic, there is also a desperate need for relief interventions, triggered by the crisis. Those in need have been patient for a long time, and we need to help them access resources that will enable them to provide for themselves and their families.



**Hillie Meyer**  
Message from the Group CEO

## Critical factors to ensure success

There are a few important components in delivering a meaningful CSI response. Firstly, it's vital to not only have individuals with a deep desire to effect positive change, but to also have professionals who have the relevant expertise to execute that change. I am proud to say that we are fortunate to have both passionate and skilled people driving the Foundation's programmes.

It's equally vital to invest in the right partners. We believe in long-term collaboration with NPOs that have demonstrated significant, positive impact in their communities. We dedicate a great deal of time and resources to finding the right partners, and we remain committed to them and our shared vision.

## Empowering the right people to do the right thing

The trust between our team and our stakeholders allows us to respond quickly when curveballs arise. When the impending crisis first became evident, the Foundation was able to secure the emergency funding needed to supplement and bolster the relief efforts of NPO partners, in only a matter of days. This was made possible by having people in place who understood the principles of partnership, and who were empowered and committed to do what needed to be done.

Innovation manifests in many forms, and this speedy mobilisation of stakeholders to do the right thing, is one of its most moving iterations I have ever witnessed.

We saw this same dedication and sense of urgency across the full spectrum of our business.

In as little as two weeks, we had managed to facilitate the remote connection of 12 000 Momentum Metropolitan staff members. We also saw that many of our clients were suffering under a growing financial burden, and we offered premium holidays, discounts and other supportive measures where we could, to help them through this difficult time.

Through empowering our people to take action, we were able to swiftly take the necessary steps that would enable us to continue serving our clients with minimal disruption.

As leaders, we have an important responsibility to support where we can – by contributing in a personal capacity, forming key partnerships that facilitate intervention, and recognising the true extent of the challenges our stakeholders face.

## Beyond the pandemic

I remain hopeful about the future of our country. While there will be changes in the way we do business, they may not be as catastrophic or as drastic as we initially anticipated. The crisis will create new opportunities for us to come together in navigating these changes.

On behalf of Momentum Metropolitan, I would like to acknowledge all those South Africans who have gone above and beyond in their spirit of giving throughout this difficult period, for the good of their country. We recognise and thank you.

# The Chairman's Report

Where we are and the way forward



**I**t's accepted that a tension will exist between balancing a profitable business with achieving the state-mandated requirements for CSI.

Yet business leaders should not regard CSI as merely an obligation, but rather acknowledge it as an investment in the communities that we serve. CSI needs to be enacted with the correct insight and intention. It's important to make our stakeholders aware of the work that we do, enhancing visibility that promotes accountability across the spectrum. We should concern ourselves with making an impact in the lives of South Africans - gentle ripples that create waves of change throughout our nation. If we hold this vision firmly in mind, it follows that business will naturally benefit by building reputation capital. People gravitate towards brands they believe to genuinely care; this goodwill can never be garnered by simply selling product.

## Why youth empowerment?

Following Momentum and Metropolitan's merger in 2010, Metropolitan's NPC was reborn as the Momentum Metropolitan Foundation, integrating the CSI initiatives of the Group. At the time, we took a broad approach by attempting to respond to a plethora of socio-economic challenges via four key pillars: Health, Education, Sports Development and Disability.

With 36 beneficiaries on our books, we soon realised that our resources were spread far too thin, preventing us from making a marked difference in any one area.

In 2016, we conducted a review of the country's challenges, interrogating where we were best positioned to play a role in tackling these. In parallel to this, we assessed the CSI endeavours of our peers, in order to differentiate ourselves in a way that made sense for our business.

**Yet business leaders should not regard CSI as merely an obligation, but rather acknowledge it as an investment in the communities**



Youth unemployment was identified as a significant obstacle to achieving equality, and so in 2017, we took the strategic directive to recalibrate our programmes with a focus on advancing employment.

It was important for us to establish partnerships with NPOs that demonstrated a success rate of at least 70% in securing job placement for young candidates, while offering psycho-social support. This layer is important, as many service users emerge from communities which harbour a multitude of societal ills. It's critical to our mission that our partners be anchored in these communities, with an understanding of the issues that may threaten an individual's career trajectory if not adequately dealt with.

Through this singular focus and the impact-centric establishment of networks, we've been able to define ourselves as a partner to the communities that we serve.

### **There is no 'post Covid-19 world', only one where we adapt to our new reality.**

With young people bearing the brunt of the spike in unemployment created by the pandemic, we believe that our strategy remains more relevant than ever, but needs to shift to accommodate our new context.

The Foundation remains primarily concerned with the job placement of youth, driven via collaboration with NPOs that secure employment through various partnerships.

With the growth of the digital economy accelerated by Covid-19, the placement of young people within the ICT sector remains a focus for the Foundation. Yet, there's also an urgent need to generate employment on a far greater scale than any one sector can provide.

Young people are over-represented in sectors ravaged by the pandemic - hospitality, tourism and retail. The Foundation recognises that as the economy contracts, vocational employment opportunities will become limited. This necessitates a move towards developing entrepreneurs who are primed to solve the challenges that arise along our new journey.

Finally, a shared economy will play a far more central role as businesses recognise that the only way to build resilience into their structures is through ensuring the viability of communities.

Momentum Metropolitan has begun an internal drive to identify surplus capacity within our business that we can share with those in need. This could entail offering access to resources such as desk space and office equipment, or skills-sharing through our employee network.

There's a clear message emanating from the ashes of the pandemic: by creating opportunities for deeper collaboration, we embrace a spirit of community that will enable us to create a more inclusive ecosystem, where young South Africans can thrive.

# Meet the Board

To coincide with our shift in strategy in 2017, the Momentum Metropolitan Foundation undertook to identify a panel of board members who would be able to lend us their insights and expertise, helping us to deliver on our mandate of empowering young South Africans.

We were successful in our quest, and are privileged to have some of the country's brightest minds serve on our board.

Reflecting a diverse group of acclaimed professionals, our board members' talents are aligned to the focus areas of the Foundation. Through their placement, we have access to a pool of skills that includes expertise in consumer financial education policy, strategy and implementation, social enterprises and innovation, technology and pedagogy, financial management, impact investment, gender inclusivity and social anthropology.

We believe that each individual who serves on our board has the necessary passion, energy, knowledge and experience to successfully guide our vision, ensuring that we remain accountable and focussed on our mission.

They have shown great aptitude and agility in the navigation of the country's current challenges, and will continue to play an invaluable role by leading us into the future.



**Dan Moyane**  
Chairman (non-executive)

Dan has accumulated four decades of media, communication, and CSI experience. His experience includes 20 years of journalism, 10 years of management and leadership in media, as well as 10 years of executive experience in corporate communication and stakeholder engagement in financial services. During this period, Dan has served as a board director of private and NGO entities. He has been at the forefront of CSI at Momentum Metropolitan Holdings Limited since 2009, and chairman of the Foundation since 2011. Dan's strengths lie in his leadership, interpersonal, and management skills.

***The future in 3 words: Pragmatism. Focus. Partnership.***



**Naadiya Moosajee**  
Non-executive director

Naadiya brings a wealth of experience in technical engineering, education curriculum innovation, and leadership/entrepreneurship development in women. She is the co-founder and chief innovator at WomHub, an entrepreneur development and advisory firm, as well as WomEng, a global social enterprise which exists to support young women entering the engineering and tech industry. Naadiya is a Global Future Council member covering Gender, Education and the Future of Work at the World Economic Forum, and a co-chair for the B20 Saudi Arabia Taskforce on the Future of Work and Education.

***The future in 3 words: Resilient. Opportunity. Reimagined.***



**Abednigo Tau**  
Non-executive director

Abed is a chartered accountant by profession. Shortly after completing his articles, he founded the Thamani Group, which consists of companies that offer financial advisory, tax, consulting and auditing services. Abed went on to co-found social ed-tech business Tuta-Me, which he sold in 2019 to a JSE-listed company. He also co-founded Silicon Maboneng, a software development company. Abed is the published author of the business book 'Searching Through Dustbins'.

***The future in 3 words: Change is constant.***



**Tasnim Alli**  
Executive director

Tasnim joined Metropolitan in 2014 as a research analyst and anthropologist. She was the project coordinator for the National Council Against Smoking from 2010 to 2013, which led to her being selected to attend the Johns Hopkins Bloomberg School of Public Health Global Tobacco Control Leadership Program in Baltimore, USA in 2011. Before joining Metropolitan, she was a lecturer in anthropology at the University of Johannesburg and the University of South Africa, following the completion of her Masters in Anthropology. Tasnim is currently the Innovation Consumer Insights lead at Metropolitan GetUp, where she heads up human-centric qualitative and quantitative insights.

***The future in 3 words: Transformative. Possibility. Creativity.***



**Lulama Booii**  
Executive director

Lulama is a business leader with over 15 years of experience in the financial services industry. She is currently the CEO of Momentum Metropolitan Holdings Limited Balance Sheet Management function. After completing her articles at Standard Bank, Lulama spent a further four years there before joining Momentum Metropolitan Holdings Limited in 2011. Lulama is passionate about youth development and the transformation of business. She served as the founding trustee of the Momentum Metropolitan Holdings Masikhulise Enterprise and Supplier Development Trust, and also served on the African Women Chartered Accountants Forum (NPC) (AWCA); a non-profit organisation focussed on the development of black female chartered accountants in South Africa. Her current non-executive directorship positions include SilverBridge Holdings Ltd., a software services company listed on the JSE's Alt-X, as well as Aluwani Capital Partners (Pty) Ltd, where she serves as chair of the Audit and Risk Committee.

***The future in 3 words: Unlocked. Digital. Opportunity.***



**Prof. Bernadene De Clercq**  
Non-executive director

Bernadene serves on the National Consumer Financial Education Committee, and has delivered numerous scientific papers in accredited publications. Since 2011, she has played a key role in compiling the UNISA Momentum Financial Wellness Index. Bernadene was formerly the head of the Personal Finance Research Unit at UNISA, before taking on her current role of M&D coordinator at the institution's Department of Taxation. Her research interests span from socio-economic progress indicators to effective financial and taxpayer education. Before joining UNISA, she worked at Saambou Holdings and PriceWaterhouseCoopers.

***The future in 3 words: Grateful. Restore. Inspire.***



**Kerry Krige**  
Non-executive director

Kerry is the chief technical adviser at the International Labour Organization, supporting the Department of Trade, Industry and Competition as it develops a policy for the social economy in South Africa. She led the Network for Social Entrepreneurs at the Gordon Institute of Business Science from 2012 - 2017. Kerry has chaired the programme advisory committee of the IDC's social enterprise fund, led the first mapping study of social enterprises in South Africa, and is co-author of 'The Disruptors, social entrepreneurs re-inventing business and society'. She is an associate editor for Emerald Emerging Markets Case Collection and serves on the editorial committee of the journal 'Social Business'.

***The future in 3 words: Build back better.***



**Saray Khumalo**  
Executive director

Saray is a business executive with over 18 years of experience in the financial services industry. She joined Momentum Metropolitan Holdings Limited in 2014 as head of ecommerce and partner interactions for Momentum Multiply. Prior to this, she worked as a divisional manager at Discovery Bank for four years and as an internet business specialist at e-postal, a division of the South African Post Office, from 2010 - 2011. She was the head of eBucks Spend division, and later served as a business development and innovations manager. She is also an active member of the Chartered Governance Institute.

Saray is a seasoned mountaineer and a Mandela Libraries ambassador, who has leveraged her passion to raise money for education. In May 2019, she made history by becoming the first black woman to summit Mount Everest - and later that same year - as the first African woman to ski to the South Pole.

***The future in 3 words: Equalised. Brighter. Exhilarating.***

# What Covid-19 has taught us:

Our immediate response and long-term version



**In 2017, the Momentum Metropolitan Foundation took the decision to recalibrate its strategic focus to that of youth empowerment.**



**I**ntegral to this was the formation of three key portfolios: Socio-Economic Development (SED), Consumer Financial Education (CFE) and the Staff Volunteer Programme (SVP).

We recognised that we needed a high level of expertise to drive our change in strategy. In order to achieve the impact we were striving for, we installed dedicated resources who would manage each portfolio, ensuring that we remained accountable to ourselves, our stakeholders and our service users.

The portfolio overviews offer a glimpse of the momentum gained over the past year, and one only needs to look at the growth we've seen in a short space of time to appreciate the importance of this investment.

Shortly after the portfolios were initiated, we sought to establish a framework where we could track our progress, test our assumptions and adjust our programmes accordingly. This desire for formalisation and structure led to the formation of our Monitoring, Evaluation and Compliance (MEC) portfolio in 2018.

As a result of this honed focus, we began to position ourselves as a collaborative partner to the public sector, as well as a hub of societal insight, which the broader business was able to draw from.

In 2020, our best-laid plans were disrupted by the arrival of Covid-19. As an NPC, we are attuned to the needs of society - both intuitively and by design - but this interruption was unprecedented, and the full breadth of the economic and social challenges became more apparent with each passing day.

In response, the Foundation crafted a crisis proposal which saw the support of our NPO partner network prioritised, and the interventions of the broader non-profit community augmented.

The need for immediate aid was clear, and seemingly overnight our focus pivoted to one of relief. Three areas of vulnerability were highlighted: food security; healthcare and physical safety; and social support, including education around the virus.

**A plan was devised that would buoy various community-focussed interventions, and in the space of a weekend, it was resolved that R4,7 million in emergency funding would be made available to various service users.**

**These included:**

- Rhiza Babuyile, an NPO that services the Tembisa, Alexandra, Diepsloot and Orange Farm communities. The funds were utilised to drive a community education campaign, as well as to ensure food security and supplement funding towards testing facilities.
- Ubuntu Pathways, an NPO located in Port Elizabeth. The funding assisted in disseminating information to Zwide township residents on hygiene, physical distancing and maintaining good health.
- WeThinkCode, a tech institution focussed on skills development in software engineering. A stipend was provided to students who remained on campus in the first month of lockdown, covering their basic expenses.
- Other national and global organisations such as RedCross and Unicef, youth employment partners, and several NPOs forming part of forgood's network.

In a crisis, the need for a coherent plan is imperative, as is the speed of its execution. While good governance is critical, it often comes at the expense of expediency. With this in mind, one may question how the Foundation was able to secure funding approval in only a matter of days.

This can be attributed to two factors; proper consideration and trust. Governance is beneficial to the planning process - it demands that all aspects be considered, forging a moment of calm reflection amidst the storm.

In his Message from the Group CEO, Hillie Meyer highlights the importance of empowering people to do the right thing. It's vital to have this trust in your organisational structures, so that when time is of the essence, stakeholders are secure in knowing your processes are transparent and robust.

**The path ahead**

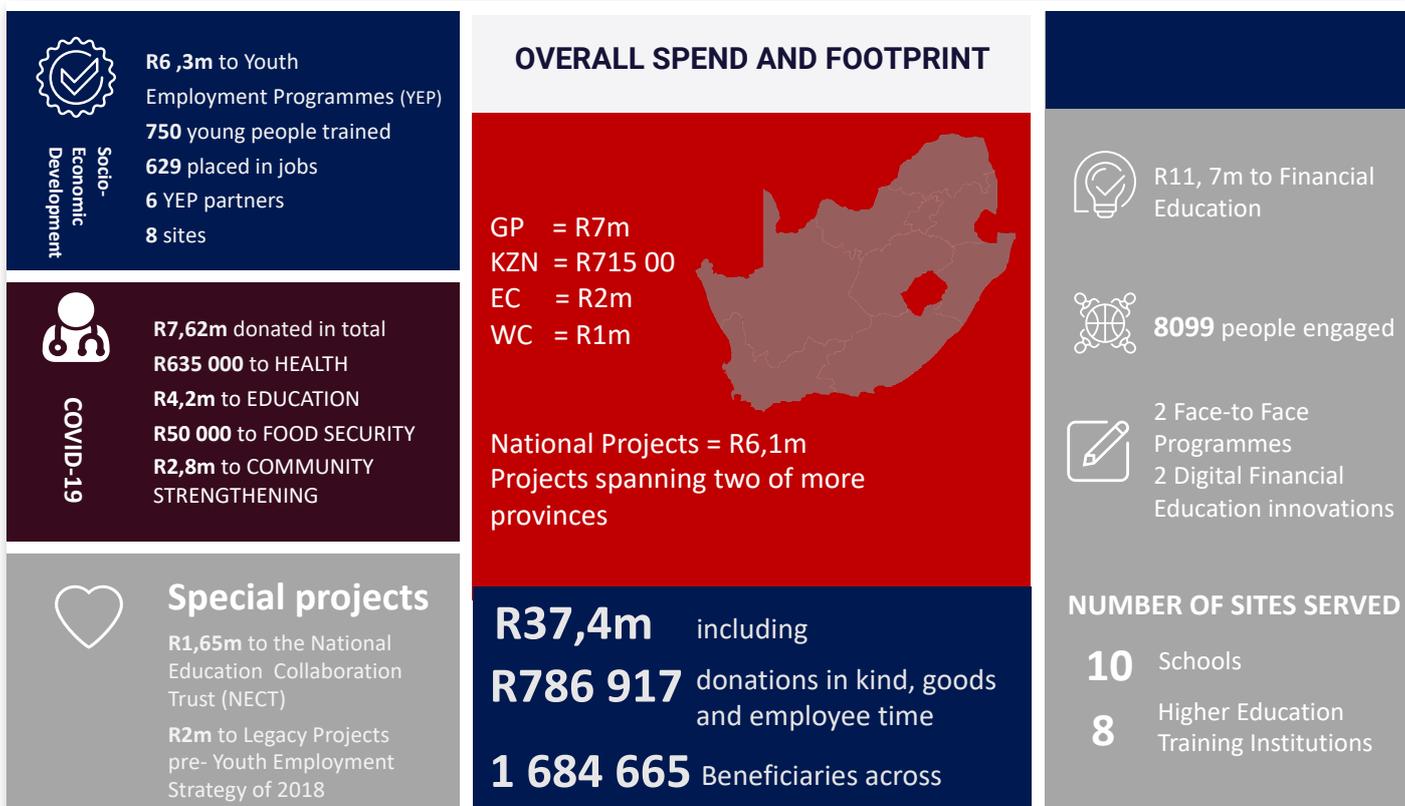
As our Chairman mentions in his introduction, while the Foundation's strategic intent will remain fixed on youth empowerment, we've needed to re-envision how this looks in a Covid-19 world.

We'll continue to build resilience into our structures, ensuring that we're flexible in our approach to supporting our partners and making a genuine impact in the communities that we serve.

The organisations that will forge the road ahead in the new economy are those that are institutionally strong yet nimble; which demonstrate vigorous leadership, good governance, delivery and integrity. We're proud that the Foundation can be counted among these.

We remain committed to our mandate of empowering youth and helping them achieve financial prosperity. While the path may change, we're confident that the destination will not.

# Dashboard



## Staff Volunteer Programme Numbers



### For 2020 campaign

151 – Nominations  
46 – Entries  
27 – Finalists  
36 – NPOs benefitted  
Total funding – R302 500

Since 2016

**R1,85m** donated to causes

**R200 000**

Donated from Payroll Giving

**10**

Virtual Volunteering Campaigns

**3876**

Hours volunteered

**21 596 981**

Beneficiaries reached through Online Volunteer Platform

**47%**

Volunteers support Community Development

**61**

Non-profits supported across all initiatives

# Socio-Economic Development

## (Youth Employment)

Portfolio update



**In 2019, Stats SA highlighted youth as the most vulnerable in the country's labour market, with the unemployment rate in the 15-24 age bracket recorded as 58,10%.**



**A**s a result of Covid-19, this number will climb. The International Labour Organisation recently listed a number of reasons why youth are expected to be hardest hit by the pandemic. This included the fact that young people are over-represented in sectors most impacted by the lockdown; were more likely to embark on 'non-standard' and less stable forms of employment and were at greater risk of having their salaries cut.

**With a focus on youth empowerment, the Momentum Metropolitan Foundation aims to advance Socio-Economic Development (SED) in South Africa, enhancing the ability of young people to build wealth.**

A key portfolio function is sourcing NPO partners who have demonstrated consistent success in job placement, establishing effective networks with roots that reach deeply into the communities that Momentum Metropolitan Holdings serves. Selection is congruent with our agenda of driving transformation; increasing access to strategic sectors for marginalised groups, with a focus on race, gender and disability.

**Our mandate does not end at employment, but also incorporates the need for competitive remuneration.**

Oftentimes, a conflict arises between our ideals and the reality of the context in which we operate. While we promote an agenda that sees young individuals earn a living wage, within certain regions and sectors this proves more challenging.

This is where we step into the role of a genuine partner. We need to empower our NPOs to drive forward our vision, through educating their own employment partners on the need for a fair wage that advances transformation, and does not simply create a class of working poor.

**Since the arrival of Covid-19, we've looked at where we can innovate and tweak our strategy for greater relevance.**

We recently hosted a Partner Council which saw us bringing our NPOs together, with the aim of identifying synergies that would assist us in plotting a way forward. Through this platform, one of our partners with a well-established E-learning offering, was able to assist another that recently migrated their programmes online; an example of the shared-learnings collaboration helps unlock.

South Africa's playing field was always far from level, and the pandemic aggravated an already gaping wound.

**We needed to expand our SED programmes to accommodate the increased demand. This is where our focused approach has provided us with an edge - once a successful formula is established, it becomes easier to scale.**

Over the past few years, the Foundation has championed a 'Hierarchy of Intent', defining our core focus areas. This prioritised the placement of young people within the ICT sector, given the growth potential. Another focus was the development of entrepreneurs, in order to facilitate job creation.

**As vocational employment shrinks, these two areas will become even more important, but we now need to identify shorter - and broader - runways to income generation; for example, upskilling micro-entrepreneurs who can build websites for small businesses within townships.**

As food security and health become a concern, the Green Economy will rise, bringing with it new possibilities in agriculture. There will also be a need for more frontline medical workers, which could lead to the formation of new partnerships within these sectors.

What is evident is that we must include youth in the process of designing our new economy. This will teach agility, build resilience and facilitate the development of 'social immunity', empowering them to navigate future crises.

**Covid-19 has given us the opportunity to push the reset button, creating an environment for youth to be hopeful, to dream, to grow - and most importantly - to become economically active.**

# Consumer Financial Education

## Portfolio update



Momentum Metropolitan Foundation's strategic directive is to empower the youth of South Africa. A key component to realising this vision is Consumer Financial Education (CFE), ensuring that young people are equipped to successfully navigate their finances, allowing them to build sustainable wealth.



The Foundation's partnership with the University of South Africa (UNISA) enables us to access consumer insights that enhance our understanding of financial wellness and guide us in designing relevant, impactful programmes.

The results of UNISA's most recent study revealed that in Q3 of 2019, 21.3% of the country's total labour force comprised of youth, defined as between the ages of 15 - 24 years old.

The individuals that formed part of this age bracket demonstrated a limited knowledge of Estate Planning (5,4%), while their understanding of Retirement Funds was pegged at only 13.1%.

When queried on what 'Financial Success' meant to them, young respondents cited 'Comfortable Living' as the top interpretation, with 'Financial Independence' coming in last. 'Having a house in Johannesburg' and 'Earning over a million and never having to worry about paying bills' were examples offered as representing this success.

The inference is clear: if we are to achieve sustainable financial wellness, we, as a nation, have a great deal of work to do in order to improve the financial literacy of young South Africans.

The objective of our CFE portfolio is to develop quality financial literacy programmes that engage consumers who are on the verge of entering the economy. We aim to help young individuals gain confidence in making informed financial decisions, and by sharing this newfound knowledge with their families, we hope to catalyse a ripple effect throughout the nation.

### Our CFE portfolio drives three key programmes:

**Momentum's 'Making Money Matter'** - Aimed at Grade 9 learners, the Making Money Matter school programme engages learners through an interactive board game. Learners are challenged on their understanding of financial concepts, and are required to apply these in 'real life' scenarios.

**Momentum's 'Motheo Financial Dialogues'** - This award-winning programme educates around topics such as Debt, Understanding a Payslip, and Speaking to Family about Money.

**Metropolitan's 'Kickstarz'** - Developed with the purpose of integration into the Economic Management Science & Business Studies curriculum, the Kickstarz programme - aimed at Grades 9, 10 and 11 - educates on matters such as entrepreneurship and personal finance.

**Covid-19 brought with it a need to rapidly adjust our programmes, particularly those reliant on face-to-face interaction or implemented in schools and TVET Colleges.**

While certain programmes were paused, we've responded quickly in adapting others. Our popular Motheo Financial Dialogues programme was converted into a digital version, and our free online financial literacy courses, designed in collaboration with partners FinEazy and FunDza, were promoted to the public.

With the immediate focus understandably shifting to one of survival, one may question whether CFE should remain a core component of the Foundation's youth empowerment strategy going forward.

**As the country begins the process of rebuilding its economy, the need for progressive CFE will become more critical than ever.**

The expected rise in unemployment to unprecedented levels will wreak havoc on the consumer purse. South Africans already grapple with debt, and without a concerted effort to elevate CFE, it will escalate under the economic toll wrought by Covid-19. When jobs are lost, credit becomes attractive, luring consumers into a devastating debt cycle.

While this paints a dire picture, the silver lining is that Covid-19 may propel a shift in South Africans' attitudes towards their finances, with consumers increasingly seeking financial security. When providing for one's family becomes a daily struggle, understanding the distinction between 'needs' and 'wants' will likely determine society's survival.

This is where financial literacy will become an even more valuable tool in the arsenal of South African youth, empowering them to build a new future in a forever-changed world.

# Staff Volunteer Programme

## Portfolio update



The heart of a sustainable CSI strategy is the creation of 'shared value' for all stakeholders.



**T**he communities that we seek to positively impact are not only home to our clients, they are also home to our employees. It follows that our CSI mandate should incorporate Momentum Metropolitan's employees, increasing our resonance in these communities.

Volunteering entails offering one's resources towards the betterment of others, and we're fortunate that the majority of our workforce voluntarily supports our external and internal CSI programmes through our staff volunteer programme (SVP).

It's important that this programme integrates with our Socio-Economic Development (SED) and Consumer Financial Education (CFE) portfolios, increasing their reach through leveraging our employee network.

The programmes that form part of our SVP portfolio include:

**Payroll donation** - not everyone is able to offer their time; some employees have demanding family lives, which prevent them from engaging in on-the-ground activities. Payroll donation offers a convenient way for them to contribute.

There are no expectations on the amount or frequency of donations. Employees may contribute a small monthly amount or donate a once-off lump sum. Support has grown annually; in 2017, we implemented our payroll donation programme with Ikamva Labantu Charitable Trust as beneficiary, securing a total of R25 000 in employee contributions that year. In 2019, these donations increased to R200 000, reflecting the increasing buy-in from our workforce.

**Group-wide CSI events** - these include initiatives such as Cansa Shavathon, Casual Day and our Holiday Drive, hosted across Momentum Metropolitan's regional and national offices.

These are usually aligned to our strategic directive of empowering South African youth. For example, the Mandela Day drive saw 400 young people attend Career Masterclasses hosted at our Durban, Cape Town and Centurion offices; an integrated effort between our SED, CFE and SVP portfolios. The aim was to facilitate the job readiness of youth, through mentorship, financial education, skills training and more.

**Employee Recognition Programme** - the Lesedi Awards is an internal business drive to recognise the efforts of employees in volunteering their time or donating funds to causes close to their hearts.

Employees are required to nominate themselves or colleagues across categories such as Individual Volunteer and Business Leader Volunteer Award. Since 2016, there has been a 705% increase in nominations, with grants awarded to the organisations supported by winners.

Employees view this as an opportunity to highlight the work of their chosen NPO; it's not about personal edification, but rather a sense that they're contributing to something meaningful.

**Covid-19 significantly impacted the SVP's programmes, with many activities paused or cancelled entirely.**

**In a crisis, intervention is desperately required, yet volunteering - by its very nature - relies on human interaction. It was important for us to identify new ways of enabling our employees to support those in need.**

Skills-based volunteering, an SVP programme, allows employees to connect with their community via the Forgood platform, through offering their skills to the benefit of others.

Following the arrival of Covid-19, employees could no longer engage in on-the-ground activities, and so 'Virtual Volunteering' was born.

As with the original iteration, employees offer their time and talents to NPOs, yet now on a remote basis. Virtual Volunteering opportunities include research, graphic design, translation, and copywriting, among others.

An example of this was a series of powerful posters created by one of our employees for Missing Children South Africa, saving the NPO design costs and allowing it to redirect the funds to other pressing needs.

Momentum Metropolitan also recognises this personal time volunteered by employees through Match Funding, where the business pledges to 'match' the time offered to a particular organisation in the form of a capped monetary donation.

**In a no-touch economy, SVP activities will look vastly different to what they have in the past. Yet we hold fast in our commitment to ensuring that staff contribution to community issues remains part of our core intent to meaningfully engage with those in need.**

# Monitoring, Evaluation & Compliance

## Portfolio update



Historically, the governance of NPOs and NPCs has been regarded as less rigorous than that of other businesses.



In 2017, Triologue released a CSI trend analysis, revealing that an estimated R137 billion had been allocated to CSI endeavours since 1997. Yet there remains little to show for it, denoting the absence of rigorous monitoring and formal reporting structures.

Unfortunately, until recently, it was widely accepted that the sector would always be flawed; displaying a distinct lack of accountability and maturity in its processes. It's a sector that draws people who are devoted to a specific cause; but who are often - and understandably - less passionate about the more pragmatic aspects involved in running a business.

Corporates are starting to realise the necessity of placing experienced professionals in key positions, ensuring that NPOs are held to the same standards as any other business - with sound governance, transparent structures and a clearly defined mandate in place.

**Momentum Metropolitan Foundation's Monitoring, Evaluation and Compliance (MEC) portfolio was established in 2018, with the aim of ensuring that we make an impact in the communities we serve - one that is measurable and sustainable.**

The portfolio is a new addition, but a critical one tasked with assuring compliance and delivery.

Five components form part of the portfolio:

**Planning** - ensuring that the portfolios' programmes align with the Foundation's overarching strategy

**Monitoring** - vigorous tracking of all activities, ensuring oversight of outcomes

**Evaluation** - programmes are assessed to gauge whether objectives were achieved

**Reflection and Learning** - following assessment is a moment to reflect on the learnings, ensuring that these are integrated into future programmes

**Financial Management**

**While we are still in the early stages, we are heartened by the momentum gained in a short space of time.**

We set out to intentionally drive transformation in the organisation, achieving Level 1 B-BBEE status in both 2018 and 2019. This is significant not only to the Foundation but also to Momentum Metropolitan Holdings, which is committed to achieving genuine transformation across the full spectrum of the business.

We're cognisant of our responsibility to stakeholders to ensure that funds are effectively allocated. We won't initiate a programme until we are confident that our plans are sound and well-considered, with relevant solutions identified.

In 2020, we initiated our first full evaluation across all portfolios, since the launch of the Foundation's new strategic directive in 2017. The objective was to interrogate the design of our programmes, measuring their delivery against our strategy to establish efficiencies and address challenges.

We're also in the process of installing a new system, which we plan to integrate into our NPO network, tracking the progress of our partners within a predetermined framework. This will allow us to draw insights and flag potential issues in real-time.

**While stringent monitoring and evaluation can often be viewed as a hindrance, we're fortunate that our stakeholders see us as partners who are helping them to enhance their programmes.**

Going forward, it is important that monitoring and evaluation become a core component of all development programmes.

CSI will become ever more critical in a Covid-19 world, but resources will be limited. While excessive red tape hinders progress, having clear parameters and metrics in place will help ensure that NPOs and NPCs remain accountable and create real value for all stakeholders; empowering organisations to drive significant - and sustainable - change.