



Southern Africa-United States

# Centre for Leadership and Public Values



**UCT  
GRADUATE  
SCHOOL OF  
BUSINESS**


**UNIVERSITY OF CAPE TOWN**

**Assessing Foundation Practice with the Measures of the Measured:**

**A South African Exploration**

**CFC Conference 2008, Montreal, Canada**

**Sunday, 9 November 10:00 - 11:30**



## Development Assistance Problem

*The field has long known and acknowledged that its strategic advantage is in its community knowledge, relationships and leadership. But with notable exceptions, it is still basically rhetoric. To capitalize on their unique advantage, community foundations will need to refocus on why they exist and whom they ultimately serve.*

(Bernholtz, Fulton and Kasper 2005: 7)

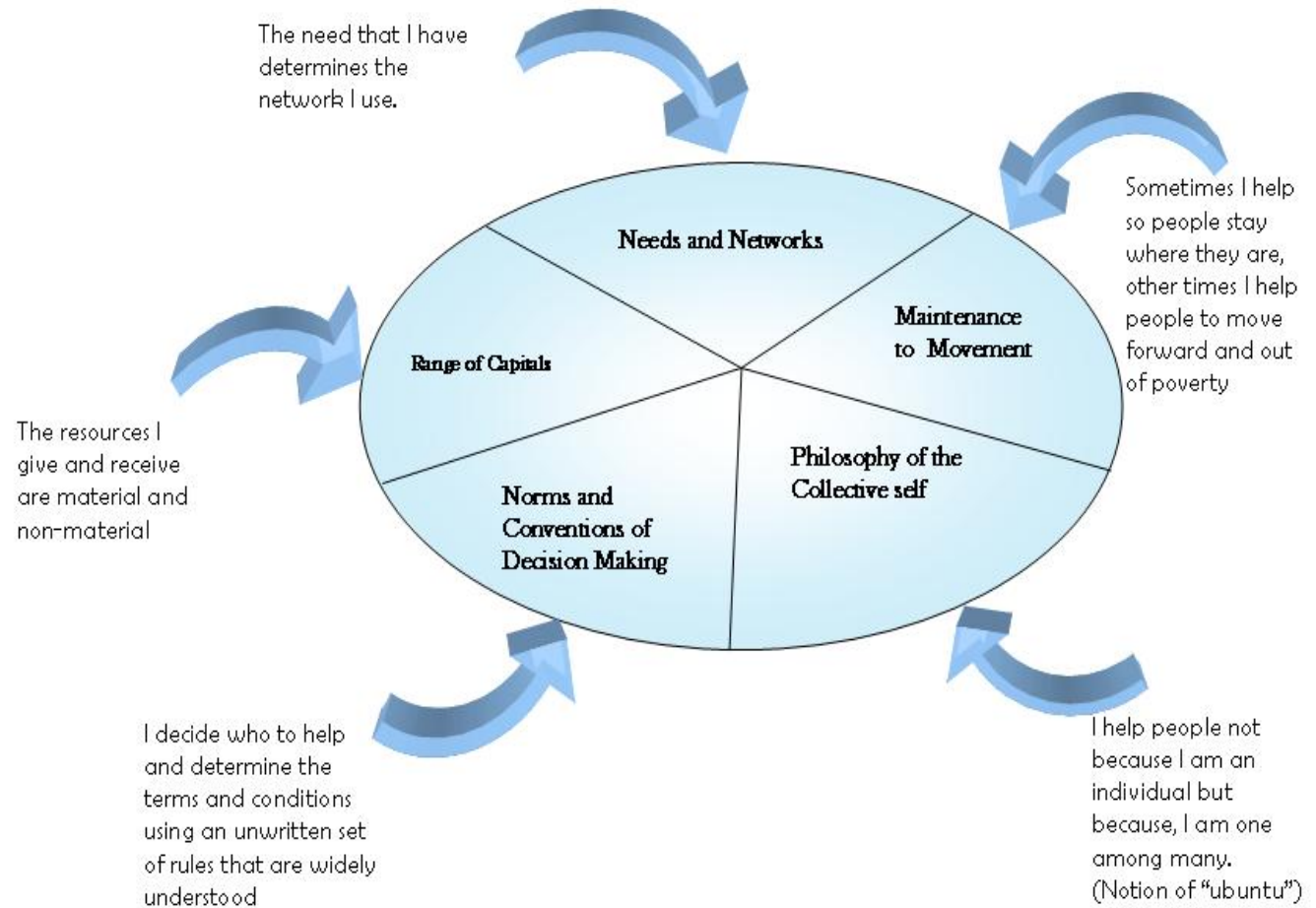


## Intended Benefits of a New Metric

1. Compare aspiration around community to actual practice.
2. Map and visualize position with respect to the community's own way of self development.
3. Identify the strategies and steps to improve practice.



## The PoC Wheel





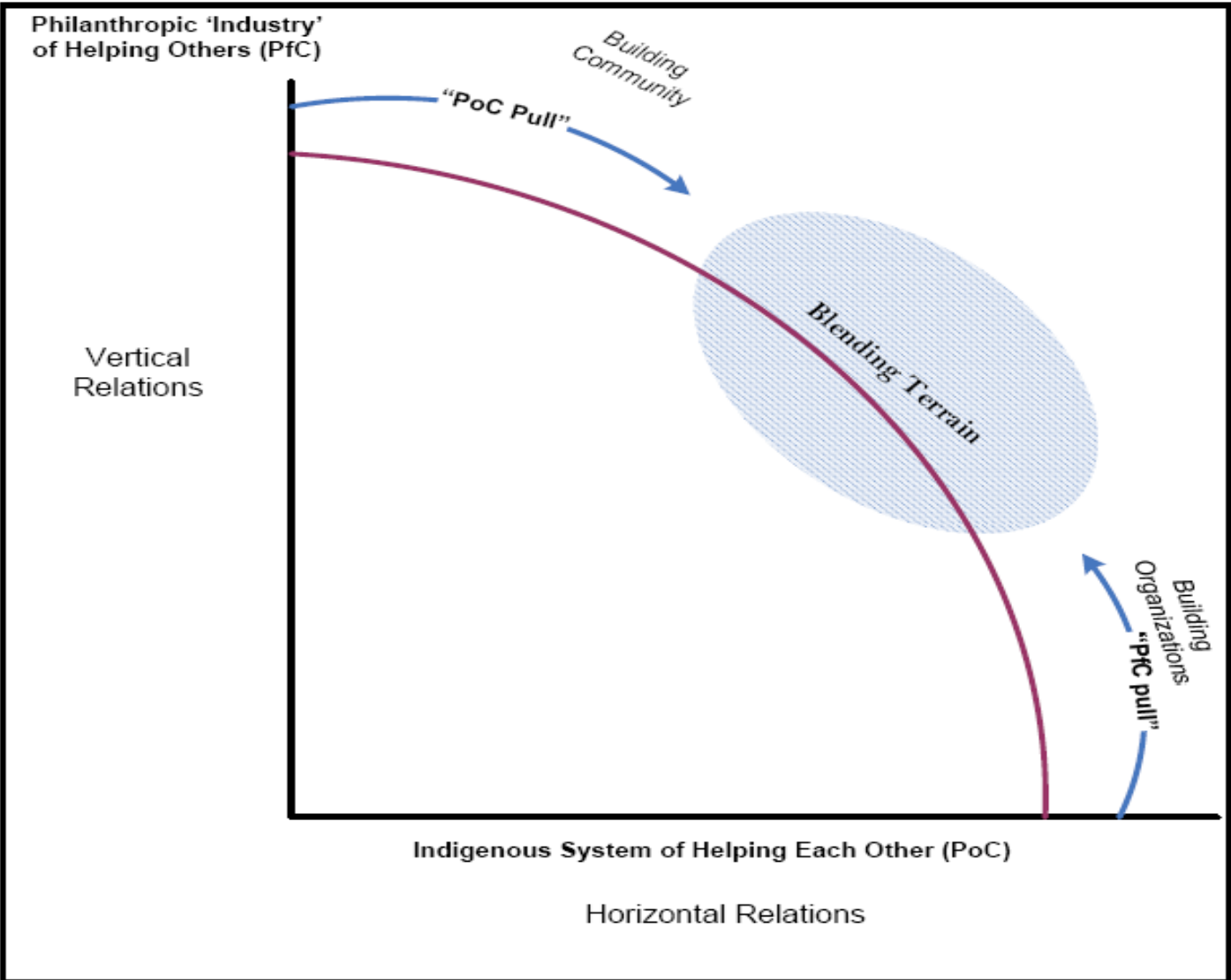
Sustainability  
Thesis -  
Claude Ake

*People make development sustainable only in so far as its content becomes an integral part of their lives.*

(Claude Ake, 1988, "Sustaining Development on the Indigenous")



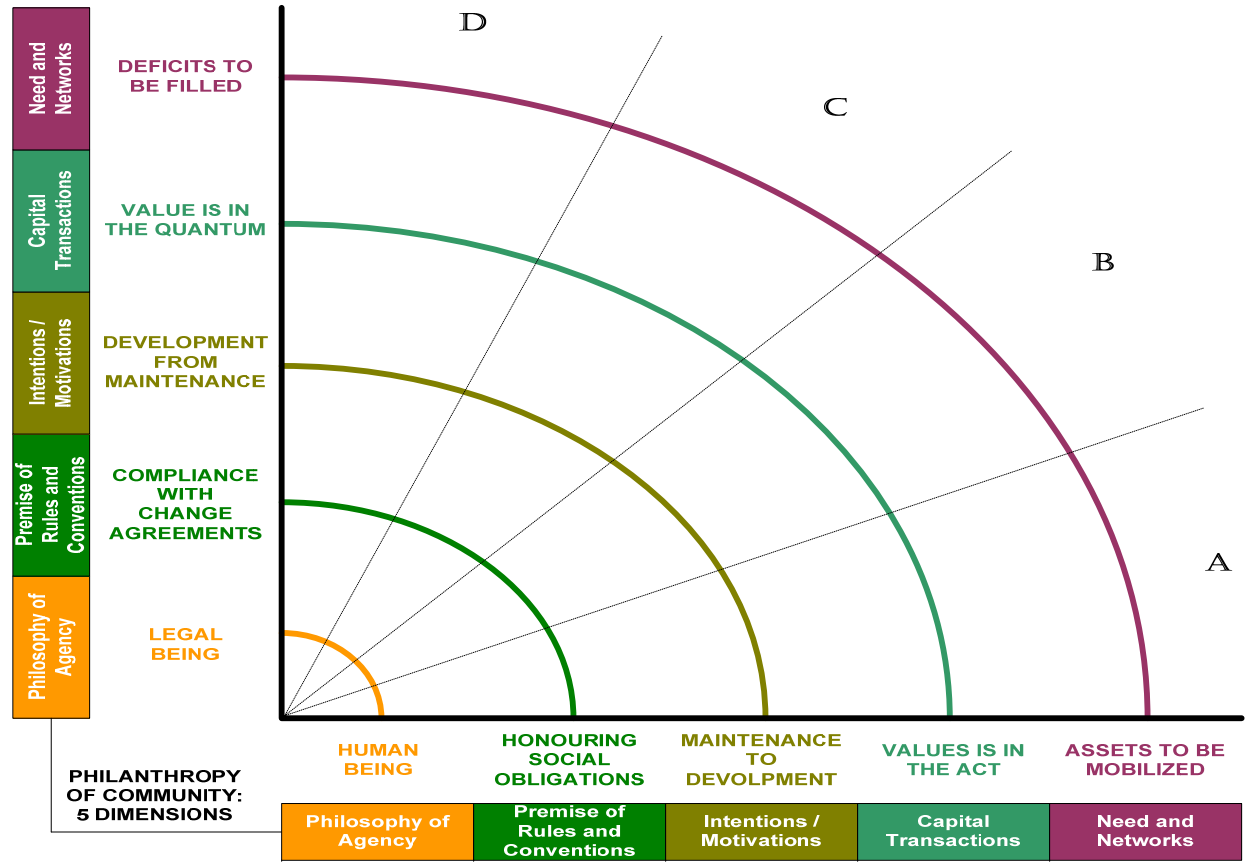
# Philanthropic Arc






# Philanthropic Arc as a self assessment metric

**Philanthropic 'Industry' of Helping Others (PfC)**



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**Indigenous System of Helping Each Other (PoC)**



## Discuss & Plot Practice

Ask yourself, in how far is your practice focused on:

- deficit and partnerships as opposed to assets;
- giving primacy to the amount of something (how many grants and how much money delivered) rather than the value of the act itself;
- helping people progress out of poverty rather than making sure they don't slip further backward;
- contractual agreements, bureaucracy and technical procedures as opposed to relationships of trust, collaboration and cooperation, and finally;
- facilitating people and communities access to their legal rights and entitlements as citizens or maintaining people's dignity, respect and honor as human beings.