

WELCOME

*Building the Capacity of the South African Primary
Healthcare Sector through Social Franchising:
Lessons from National Treasury's Jobs Fund*

Najwah Allie-Edries

Deputy Director-General: Employment Facilitation
(Head of the Jobs Fund)



national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA



Building the Capacity of the South African Primary Healthcare Sector through Social Franchising: Lessons from National Treasury's Jobs Fund



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA



KEYNOTE ADDRESS

Mampho Modise
Deputy Director-General: Public Finance,
National Treasury



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA



THE JOBS FUND

An Overview

Vuyo Tetyana

Head of Monitoring & Evaluation, Jobs Fund







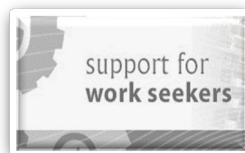
national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA



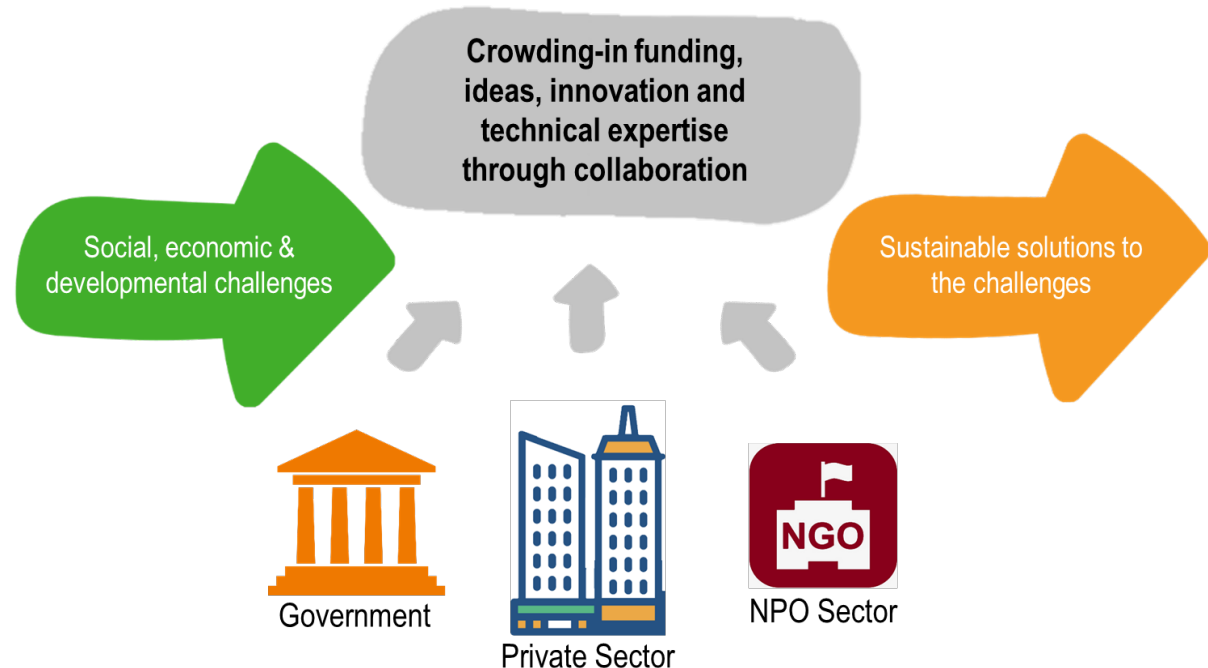
Jobs Fund Mandate

- In the context of persistent unemployment, the Jobs Fund was established to inspire innovation in the face of several challenges government was experiencing, including:
 - Lack of innovative & flexible public instruments to leverage private sector resources and test solutions to social challenges.
 - Despite a number of interventions in government, the desired impact has not always been achieved.
- Capitalised with **R9 billion** in 2011.
- Government's R&D Pilot on innovative job creation models:
 -  **Test innovative approaches to job creation** - supply and demand side of the labour market
 -  **Share risk** - catalyse social return
 -  **Successful Job creation Models adopted** by pioneering organisations
 -  **Wider market adoption of challenge fund funding instrument** over the medium to long term
- The Fund works with intermediaries, leveraging their networks to access and provide support to the targeted beneficiaries, through four funding windows. The intent is to focus on addressing specific barriers to job creation:



The Jobs Fund: A Challenge Fund

- **Why Challenge Funding?**
 - Fiscal constraints – the need to crowd in funds from other sources to achieve greater social impact.
 - Innovation – encouraging and de-risking investment.
- The most competitive projects are awarded Grant Funding.
- Challenge Funds are based on the core principles of co-investment, transparency, competition & collaboration.



Co-investment

Project partners are required to match the grant funding, i.e. the development initiatives are co-financed.

Transparency

Timebound, transparent application & assessment processes.
Open to public, private and civil society organisations.

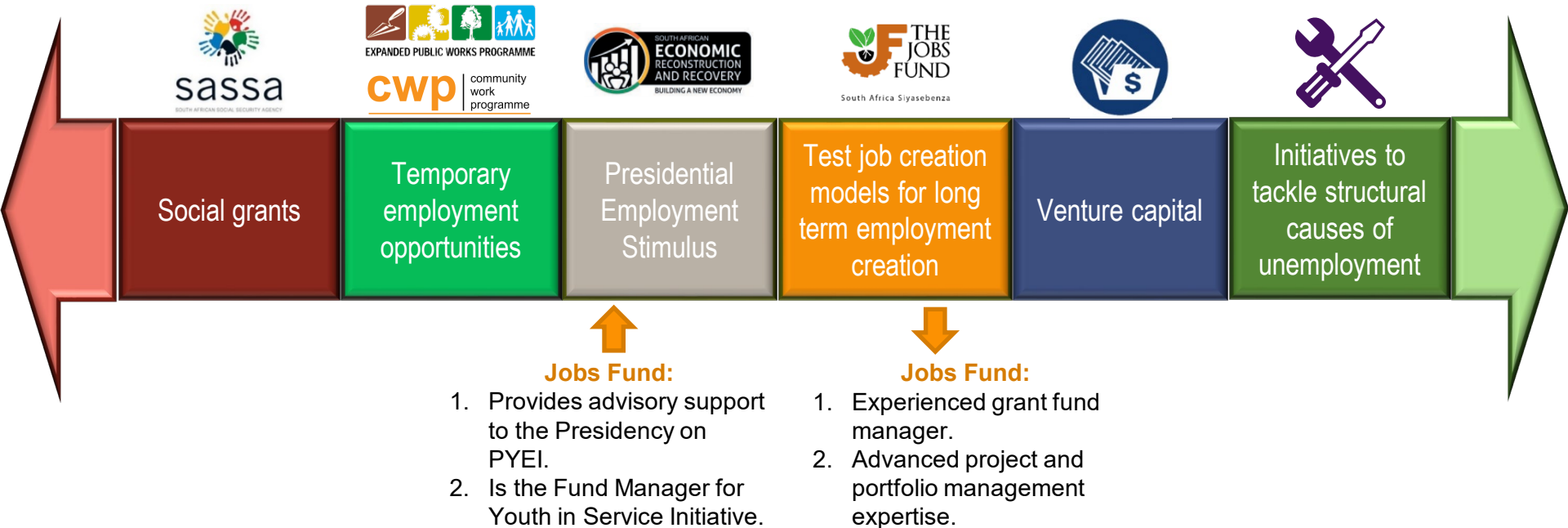
Competition

Funding allocations made by an independent investment committee.
Applications compete against one another for funding within predefined criteria.

Collaboration

Risk sharing via the matched funding principle; brings together private, public and civil society, enabling each to achieve their goals.

Jobs Fund Complements other Public Interventions



- The Jobs Fund is guided by the following principles:
 - Go for scale.
 - Have a strong emphasis on innovation and systemic change.
 - Focus on high potential sectors.
 - Adopt a portfolio approach.
 - Prioritise women, youth & PDIs.
 - Promote sustainability and independence for both beneficiaries and supported projects.
 - Have a strong focus on learning and knowledge dissemination.

Jobs Fund Performance

Actual Performance (as at 30 June 2021)



146

contracted projects with a national footprint



R5.72 bn

disbursed to reporting projects



R11.45 bn

leveraged in matched funding from reporting projects

282 773

total jobs created

120 921

new permanent jobs

16 035

seasonal jobs

59 374

permanent placements

63 681

new short term jobs

22 825

completed internships

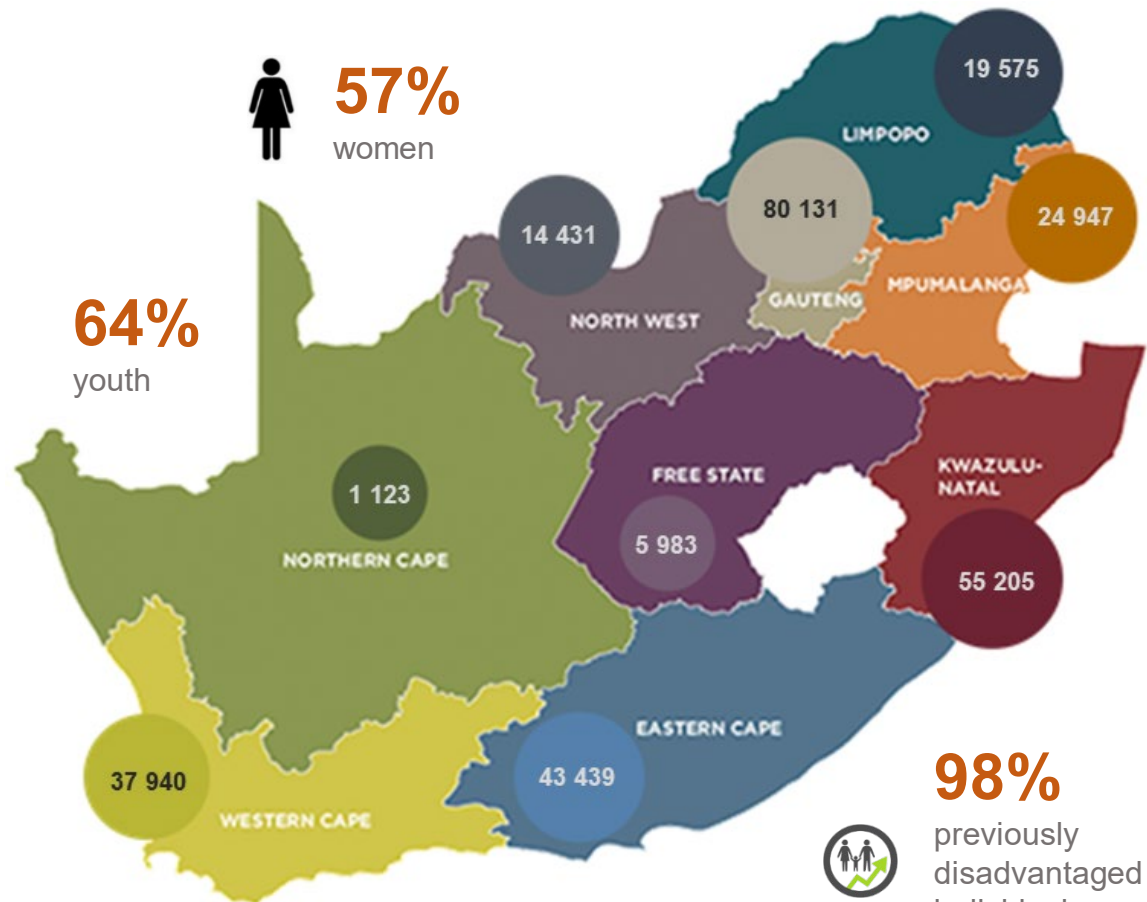


57%

women

64%

youth



98%

previously disadvantaged individuals

Empowerment of Women

The Jobs Fund implements a number of projects that have a predominant focus on the empowerment of women, some of these projects are included below:



Child Welfare – Facilitates the training and placement of social auxiliary workers in underserved areas.



SmartStart Early Learning Social Franchise – Focuses on the provision of early childhood development in underserved areas through the establishment of ECD centres run by micro-entrepreneurs.



The Small Enterprise Foundation – Uses a modified version of the group-lending methodology developed by Grameen Bank, and offer micro-loans to women-owned micro-businesses.



Phakamani – Empowers poor women to succeed at micro-enterprise. Integrated support includes: training, group loans, and on-going support.



The Clothing Bank – Provides unemployed South Africans (mostly women) with an alternative to formal employment by empowering them to become self-employed business people.



Unjani Clinics – Focuses on the provision of primary health care in underserved areas through the establishment of owner-run clinics.

Social Franchising

- Social franchising is a relatively new concept, but has thus far shown promise for tackling social issues in a sustainable way.
- For the Jobs Fund, the testing of new innovative job creation and social impact models is an important element of its strategy and thus the drive to include some social franchising projects in its portfolio was critical.
- Social franchising draws on the traditional franchising model and is essentially a method of expansion for social enterprises in education, health, child development, recycling, advisory services, legal service, amongst others.
- The social franchisor (the social enterprise) works with partners (local franchisees) to expand the services and reach of the social enterprise:
 - Scale and expansion.
 - New market development.
 - New locations.
- Examples of Jobs Fund projects working in social franchising include:
 - SmartStart Early Learning Social Franchise
 - Unjani Clinics
 - The Clothing Bank
- More detail on social franchising will be given in the next segment.

Thank You

The Jobs Fund

T: (012) 406 9166 | E: jobsfund@treasury.gov.za

vimeo vimeo.com/thejobsfund



twitter.com/JobsFund_NT



jobsfund.org.za



South Africa Siyasebenza

UNJANI CLINIC NETWORK

“Empowering Healthcare”

Lynda Toussaint – CEO, Unjani Clinic



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA



Acknowledgement of Funders

Quality, Affordable, Private Healthcare



Sustainable Development Goals 3, 5, 8 & 17

SUSTAINABLE DEVELOPMENT GOALS



Source: UN in collaboration with Project Everyone

- **Good Health & Well-Being** – providing community access to affordable quality care;
- **Gender Equality** – creating business opportunities for women; and
- **Decent Work & Economic Growth** – creating new, meaningful jobs
- **Partnerships for the Goals** – achieving the impossible through collaboration

Impact

Professional Nurse

- 92+ empowered business owners
- Improved lifestyles / working conditions
- Permanent employment for 350+ community members
- 80%+ are women

Reporting

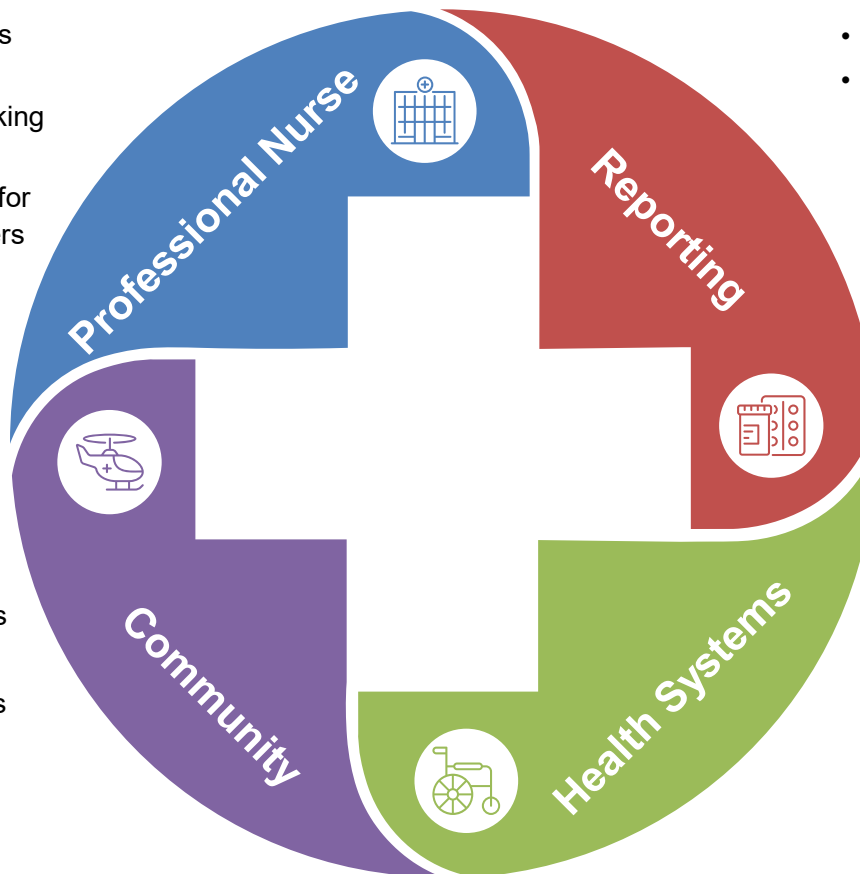
- Electronic Patient Management System
- Patient Demographic:
 - 67% Female : 33% Male Patients
 - >5yrs = 17%
 - <6yrs >19yrs = 11%
 - <19yrs >59yrs = 58%
 - +60yrs = 13%

Health Systems

- Capacity building in Govt facilities
- Assistance with local campaigns
- Health systems strengthening:
 - Clinics in 92+ Communities
 - Nationally

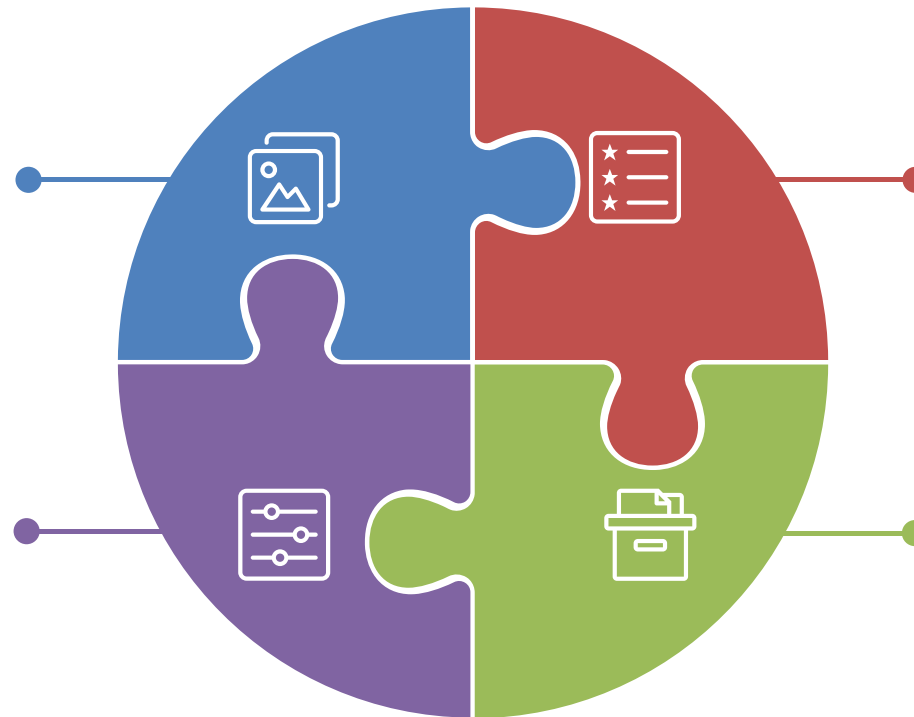
Community

- In excess of 2 119 000 consultations
- Access to improved services
- Access to quality medicines
- Primary care in communities



The Unjani Project with the Jobs Fund

44 empowered
black female
Nurses, operating
sustainable micro
enterprises



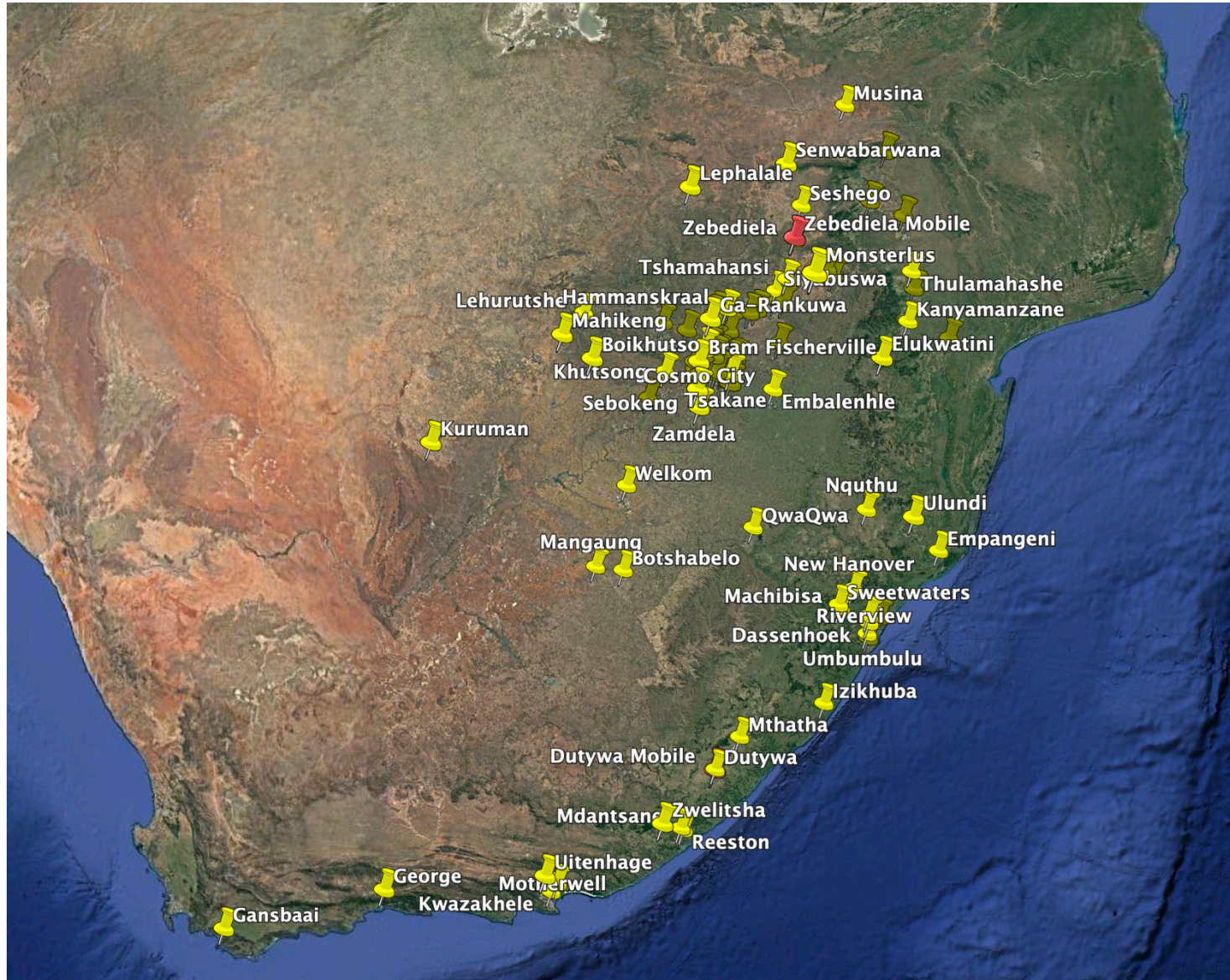
44 low-income
communities with
enhanced access
to affordable PHC

Over 830 000
consultations
through Jobs
Fund Project
Clinics

Over 150
permanent jobs
created in
communities

Unjani Clinic Network

Existing
Clinics
Mobile
Clinics



Thank you



Contact Us

Unjani Clinics NPC

Lynda Toussaint, CEO

Tel: 012 621 4300

E-mail: ltoussaint@unjani.org

Website: www.unjaniclinic.co.za



THE SOCIAL AND SOLIDARITY ECONOMY POLICY

Lessons for Social Franchising

Kerryn Krige - Chief Technical Adviser (Social and Solidarity
Economy Policy), International Labour Organization



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

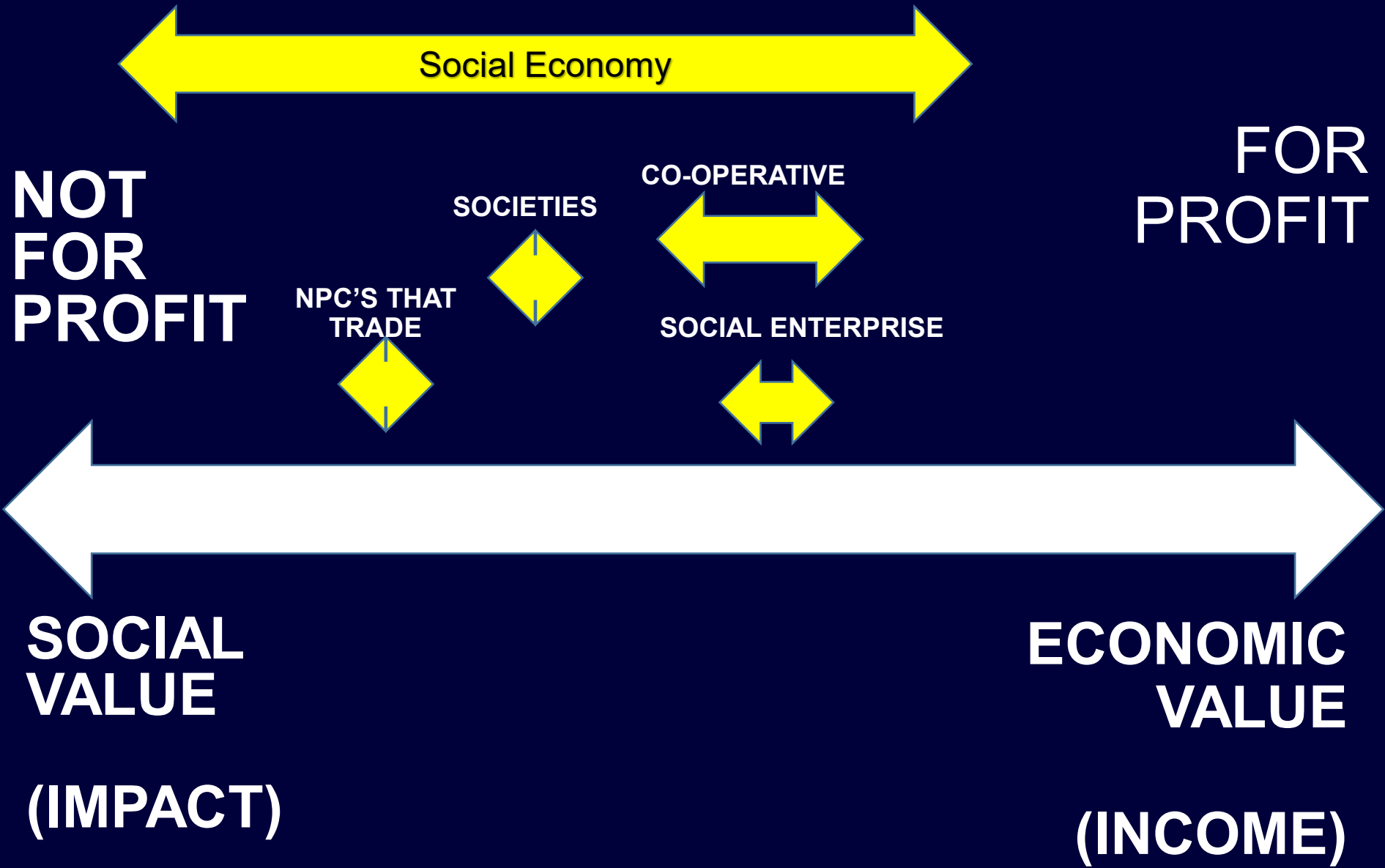


Background - The ILO and the Social and Solidarity Economy (SSE)

- ILO is a UN agency focused on social and economic justice through decent work.
- Tri-partite agency: employers, labour and government
 - People centred approach to work
 - Co-operatives and the SSE is a vital mechanism to achieve this

In South Africa

- Technical Advice in the development of the SSE Policy
- Policy focuses on enabling environment for the SSE



Social Franchising

Franchising vs Social Franchising

- What comes to mind when you think of Franchising?
- Franchising is a model associated with scale + replication
- Why should this not be applied to 'social' work?
- It takes principles of franchising – granting of a right or licence – to a business model



What is Social Franchising?

- Social franchising focuses on the *social return*
- Franchisee is usually an organisation (rather than an individual)
- Structures tend to be democratic (rather than command-control)
- Leverages trust systems

Advantages & Risks

What are the advantages?

- Facilitates scaling / replication by applying already tested system
- You can accelerate / amplify social returns
- Blends on the ground expertise with support systems
 - Training, accounting, HR-processes, Quality control, etc.

THE CLOTHING BANK



Difficulties and risks?

- Not all organisations are ready to scale / replicate
- Not all 'social' work is easily replicable
- Resource requirements should not be underestimated
- Accountability is often not through legal means
- South Africa's inequality = no one size fits all



**International
Labour
Organization**

Checklist for Social Franchising

Checklist for social franchising

(adapted from Thurston et al., 2015)

Are under-served groups in need of the service?

Is there a need which government is struggling to meet?

Is there a strong private sector?

Is there a (demonstrated) willingness for partnership between government + private sector?

Are people willing to pay for the service?

Are the resources available for the social franchise set-up

Is there a culture of task sharing within the eco-system?

Thank you

Contact Us

International Labour Organization

Kerryn Krige - Chief Technical Adviser
(Social and Solidarity Economy Policy)

E-mail: krige@ilo.org

Website: www.ilo.org



**International
Labour
Organization**

Advancing social justice, promoting decent work

PANEL DISCUSSION

Facilitated by:

Evelyn Leopold-George

Senior Manager Development Finance, Jobs Fund



national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA



Speaker Biographies



Dr Mampho Modise is a Deputy Director-General of Public Finance at the National Treasury, dealing with public finance management. Her role is to develop frameworks on fiscal and financial monitoring in the evaluation of policy proposals, review of expenditure plans and service delivery trends of National Departments and State-Owned Enterprises, aimed at strengthening and achieving optimal budgetary spending through a transparent financial oversight and accountability process. Dr Modise completed her tertiary training at the University of Pretoria, obtaining her BCom Economics, BCom Honours Econometrics, MCom Econometrics (cum laude) and a PhD in Economics in 2013.



Najwah Allie-Edries heads up the Project Management Office of the South African National Treasury's R9-billion Jobs Fund. The Jobs Fund, launched in 2011, operates as a challenge fund: public money is used to co-finance projects with public, private and non-governmental organisations through a competitive grant process. Ms Allie-Edries is also the project officer for a research programme on employment, income distribution and inclusive growth, in partnership with the South African Labour and Development Research Unit (SALDRU) at the University of Cape Town, as well as a research programme on pathways to youth assets and employability with the Centre for Social Development in Africa, based at the University of Johannesburg

Speaker Biographies



Evelyn Leopold-George is the Senior Manager: Development Finance in the Project Management Office of the South African National Treasury's R9-billion Jobs Fund. The Jobs Fund, launched in 2011, operates as a challenge fund where public money is used to co-finance projects with public, private and non-governmental organisations through a competitive grant process. Ms Leopold-George has gained extensive experience in the management of development funding in the public and private sectors, designing and managing impact funds spanning renewable energy and social enterprises.



Vuyo Tetyana is the Head of Monitoring and Evaluation in the Project Management Office of the South African National Treasury's R9-billion Jobs Fund. The Jobs Fund, launched in 2011, operates as a challenge fund where public money is used to co-finance projects with public, private and non-governmental organisations through a competitive grant process. Mr Tetyana holds postgraduate qualifications from Rhodes University, South Africa and Carleton University, Ottawa. His passion for outcomes driven development spans over 15 years pursuing these goals in the field of Monitoring and Evaluation.

Speaker Biographies



Lynda Toussaint is the CEO of Unjani Clinics, a non-profit company that implements the enterprise development initiative called the Unjani Clinic Network. Unjani empowers black female professional nurses to establish and operate their own primary healthcare clinics in rural and peri-urban communities. The overall objective is to complement government-run primary healthcare facilities and provide disadvantaged communities with a cost-effective alternative to traditional private healthcare. Ms Toussaint has vast experience in the clinic, retail pharmacy and pharmaceutical logistics industries.



Kerryn Krige is a chief technical advisor with the International Labour Organisation and working with the Department of Trade, Industry and Competition to develop 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 to 2017 and has chaired the programme advisory committee of the Industrial Development Corporation of South Africa's social enterprise fund. Ms Krige is registered in a joint PhD in social entrepreneurship with KU Leuven and the University of Pretoria. She has received numerous fellowships and is leading a VLIR-UOS grant to develop the social enterprise teaching and research agenda in Southern Africa. She also sits on the board of the MMI Foundation.

Speaker Biographies



Sister Sekiy Sithole is a qualified Professional Nurse and clinic owner with 10 years' experience in Occupational Health and 4 years in General Nursing, Community Psychiatry and Midwifery. She opened her Clinic in Musina in November 2017 and has successfully proven the need for quality primary healthcare services in her area; she has recorded more than 17,500 consultations since opening her clinic.



Sister Shanene Olivera is a qualified Professional Nurse and clinic owner. She opened her Clinic in Motherwell (Nelson Mandela Bay) in September 2019 and has also successfully proven the need for quality primary healthcare services in her area; she has recorded over 16,000 consultations since opening her clinic.

Q&A SESSION



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA



CLOSING REMARKS

Najwah Allie-Edries

Deputy Director-General: Employment Facilitation
(Head of the Jobs Fund)

Please complete the session evaluation, we appreciate your
feedback (the link is also pasted in the chat):
https://www.surveymonkey.com/r/NTWebinar_Social-Franchise



national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA



THANK YOU

Please complete the session evaluation, we appreciate your feedback (the link is also pasted in the chat):
https://www.surveymonkey.com/r/NTWebinar_Social-Franchise



national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

