

Anti-Colonial Partnerships and the Power of Community:

The transformational impact of long-term, flexible funding for community-led organizations



the Stephen Lewis
FOUNDATION

20
Years

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Summary and Introduction

Since 2003, the Stephen Lewis Foundation (SLF) has been unwaveringly committed to supporting long-term change driven by community-led organizations (CLOs) as the most effective response to the HIV epidemic. We recognize that they are uniquely positioned to understand and address the needs of their communities.

Through active engagement, we cultivate strong relationships with CLOs, ensuring a comprehensive understanding of their specific needs. Our primary goal is to provide the necessary funding and support that CLOs require to meet the needs of their communities effectively.

Upholding progressive feminist values and our **five anti-colonial principles**, we prioritize sustainable, flexible funding and foster accountable relationships grounded in mutual respect. Our assistance enables our community-led partners to chart their own course and invest in their strategic plans, resulting in an amplification of impact over time.

Over the course of these partnerships, we conduct site visits, review numerous projects, compile measurement and evaluation (M&E) reports, gather photographs and documentation, and regularly connect by email and phone calls. These interactions consistently highlight the meaningful and ongoing impact these organizations have in their communities with the SLF's support.

This case study highlights the remarkable work of three of the SLF's partner organizations: Musasa Project (Musasa) in Zimbabwe, Farm Orphan Support Trust (FOST) in Zimbabwe, and Touch Roots Africa (TRA) in Lesotho. The SLF has partnered with Musasa since 2005 and with FOST and TRA since 2007.



Musasa Project (Musasa), Zimbabwe



Farm Orphan Support Trust (FOST), Zimbabwe



Touch Roots Africa (TRA), Lesotho

Our Approach

Reflecting on the last 20 years, the SLF recognized the opportunity to gain greater understanding of the cumulative impact that has resulted from these enduring partnerships. The goal was to explore and document what long-term, flexible support truly enables CLOs to achieve, and to share our findings about the vital importance of this approach with other funders.

In rural Zimbabwe our team visited Musasa's Buhera shelter and the Harare shelter in the country's capital to engage in conversations with survivors of gender-based violence. Through their stories, founding members, clients, staff, leaders, and community members shared profound insights into the impact CLOs have at individual, family, and community levels, and we gained a deeper understanding of the specific types of funding needed to best support their vital work.

The SLF team also travelled winding mountain roads to the Honde Valley and crossed rivers to reach rural Manicaland. There, they had the privilege of meeting with FOST's formidable grandmothers who play a crucial role in supporting orphaned children in farming communities.

In Maseru, the bustling capital of Lesotho, our team visited schools and met with young people involved in TRA activities. Against the backdrop of the golden Maloti Mountains, they met with young soccer players who had also participated in life-changing programs run by TRA.

The team, made up of SLF staff, experienced Field Representatives, and photographers collaborated with Musasa, FOST, and TRA to arrange in-person interviews with staff, clients, and community members. Interviews with CLO staff demonstrated how our anti-colonial approach to funding has influenced and enhanced their operational capabilities. Interviews with clients and community members focussed on their personal experiences, in their own words. Collectively, their stories illustrated the remarkable and lasting impact these organizations create for individuals, families, and whole communities.

Thanks to each participant who so generously shared their insights, and staff who supported this documentation project, we can better articulate the transformative power and impact of long-term, flexible support for CLOs. The question is not *whether* to invest in CLOs, but *how*.



Working in Partnership

Through CLOs like Musasa, FOST, and TRA, the lives of people affected by HIV undergo remarkable transformation. Grandmothers, survivors of violence, orphans and vulnerable children, adolescents, caregivers, and other community members reclaim their lives with the support of these organizations.

By providing direct services, building community-level capacity, and establishing responsive support systems and networks, Musasa, FOST, and TRA have all created lasting change within their communities. Beyond direct assistance, they play pivotal roles in advocacy and policy interventions, and have become trusted voices at local, national, and international levels.

In times of crisis, including the COVID-19 pandemic and climate challenges, these organizations are frontline responders. They create essential safety nets to address people's immediate needs and develop strategies to increase resilience for future crises. They are committed and proactive, with significant impact on the well-being and empowerment of the individuals and communities they serve.

Funding Partnerships for Impact and Resilience

To continue their work and amplify their impact, CLOs require funding partners who understand that they operate within complex and changing contexts. They need flexible, long-term, and increased levels of funding they can rely on.

They reiterated that funding needs to cover core expenses, including salaries, rent, and administrative costs. Funding that supports health and well-being of leaders, volunteers, and staff improves overall organizational resilience. Unfortunately, some funders have the misconception that investing in CLOs is 'too risky,' and express concern about their capacity to comply with financial management requirements. However, the partnerships between the SLF and partners like Musasa, FOST, and TRA, demonstrate that when funders believe in the value of CLOs and their work, they must also prioritize and address the organization's expressed needs. This requires a commitment by the funder to meet CLOs where they are, without judgment, and within the vision they establish for themselves.

Working in solidarity with CLOs involves centring their voices, valuing partnerships and networks, and building relationships based on trust and mutual respect. Adopting an anti-colonial approach to funding helps to shift power into the hands of communities and recognizes and supports the expertise and insights of local organizations.

By embracing anti-colonial funding principles, funders can support CLOs to operate effectively, amplify their impact within their communities, and help create a more just and equal world.

Creating lasting change in communities and organizations

CLOs, like all organizations, have a life cycle that includes ups and downs, leadership transitions, and growth and reduction of programming. For the SLF, being a true partner means openly communicating and accompanying CLOs through change and challenges by providing consistent, flexible support. This approach to partnership allows the SLF to hold space with our partners, recognizing their ingenuity, their deep commitment to their clients, and learning from them along the way.

Musasa Project (Musasa)

The Musasa Project was established in 1988 to address gender-based violence in Zimbabwe. Musasa provides direct support to survivors of violence, raises public awareness about violence against women, conducts training programs for law enforcement and judicial personnel, and advocates for legislation and policy to respond to gender-based violence. Musasa provides crucial support to women and girls who have endured abuse, including early marriages, trafficking, psychological trauma, physical violence, and economic abuse. By offering a safe space and comprehensive assistance, Musasa empowers survivors to rebuild their lives and begin to process and heal multiple traumas.

Amanda (name has been changed), is a survivor of child trafficking. Sexually exploited by her aunt, she became pregnant and was forced to flee from her aunt's house. She found refuge at a Musasa women's shelter in Harare. Through counselling and peer support, she developed meaningful connections with other young women, and began her healing journey. Musasa provided Amanda with care and support throughout her pregnancy and her connection to the organization remains strong. Amanda said, **"If you have problems, come to Musasa. They assist you wholeheartedly."**



Since 2005, the SLF has supported the cost of running Musasa women's shelters in rural and remote areas. Amid economic decline and hyperinflation in Zimbabwe, patriarchal attitudes and gender inequalities drive high rates of sexual and gender-based violence, especially against children. In districts affected by drought, climate change, and poverty, Musasa's shelters stand as beacons of hope. The shelters provide temporary accommodation, along with necessities, including food, clothing, and medical care. Access to a comfortable, secure, and nurturing environment is the first step toward recovery and healing.

Once settled in at the shelter, survivors receive compassionate care from dedicated administrators who provide counselling and psychosocial support. Musasa works with survivors to navigate the legal system to seek justice and support. Musasa helps survivors apply for child maintenance, establish bank accounts to receive payments, and draft court papers.

Rumbindzai is a courageous survivor of gender-based violence, who endured both physical and financial abuse by her husband who also mistreated her children. Thanks to support from Musasa, she found a path to recovery. They provided her with the necessary funds to pursue legal action, allowing her to seek justice. Rumbindzai was able to reclaim her confiscated land and house. Musasa also offered crucial assistance to help her regain her stability, providing much-needed financial aid to help care for her children. Her life is now transformed, and she has a newfound sense of peace. She is grateful for Musasa's unwavering support and enthusiastically recommends the organization to others facing similar challenges, in recognition of the valuable difference they can make in women's lives.



While demand for Musasa's services has increased significantly since the COVID-19 pandemic began, their funding base has diminished. Many international funders have shifted their priorities to the war in Ukraine and climate change. Funders who back gender-based violence interventions are looking for new projects, and so-called innovations, leaving little funding available for the core costs of running shelters.

Musasa staff members do not have sufficient financial support to meet community needs. Many have experienced or are experiencing trauma in their own lives and face vicarious trauma at work. With the support of the Samworth Foundation, the SLF was able to expand funding to Musasa to allow the organization to prioritize staff mental health and well-being. Based on the positive outcomes made possible through this support, the SLF will advocate for increased investment in staff mental health and well-being.

FOST, located in the Honde Valley in rural Zimbabwe, was founded in the late 1990s to support children affected by HIV living in farming communities. FOST established a *kinship care* model to help orphaned children remain within their own communities and families — often with grandmothers. For decades, the CLO has uplifted grandmothers and the children in their care.

FOST's impactful interventions are designed to meet a child's or grandmother's specific needs, and may include school fees, income-generation initiatives, food and essentials, and mental health and well-being supports. By increasing stability and food and income security, FOST opens opportunities for children and strengthens the caregiving capacity of grandmothers, who play a pivotal role in nurturing these young lives.

FOST uplifts grandmothers caring for their grandchildren. They assist with school fees, nutrition support, and emotional support. These formidable grandmothers have formed savings-and-loans groups, which has enabled them to start their own income-generating activities and build a brighter future for themselves and their families. [Watch a video with Esther Gopito.](#)



Community-based peer support groups are at the heart of FOST's programming. By bringing grandmothers and young people together with their peers, FOST creates opportunities for peer learning, growth, and mutual support. Community members who have similar experiences of loss and economic hardship can counter feelings of isolation and find strength in one another. They forge strong community connections and increase resilience.

The formidable grandmothers who participate in FOST programming have formed savings-and-loans groups, enabling them to support each other to start their own income-generating activities and navigate brighter futures for their families. Youth-run peer support groups and clubs create fun, educational, and safe spaces for young people to gather. Programming includes life skills training, education on SRHR, gender equality, and children's rights, and information about COVID-19 and HIV prevention, treatment, and care.

In 2015, FOST experienced a funding crisis that threatened the organization. FOST had relied on support from several international donors, which had enabled them to run offices in six districts and a team of 30 staff members. However, when a number of international NGOs registered as local NGOs and received the grants instead, FOST was forced to drastically scale down operations to only one district and downsize to just five staff members. These changes significantly weakened their management structure and operations.

During this crisis, the SLF stood with FOST. Flexible funding provided by the SLF allowed FOST to hire Program Manager Blessing Mutama, to help fill the void left by the loss of their management team. Blessing has played a crucial role in rebuilding FOST's operations. He developed a strategy, oversaw staff and project implementation, conducted monitoring and evaluation, wrote donor reports, successfully re-engaged previous funders, rebuilt the organization's reputation, and gradually increased its funding.

While FOST's success can be credited to Blessing and dedicated staff and volunteers, the SLF has played a vital role in ensuring FOST's survival during that difficult time. Blessing describes the SLF as "an all-weather partner." Although FOST has not yet regained its previous size and reach, it has emerged as a strong advocate for kinship care and child rights. The CLO continues to provide a comprehensive range of services and support for community members who need it most.

An independent evaluation in April 2018 re-affirmed the relevance and effectiveness of FOST's programming, noting positive outcomes, including increased income for vulnerable households, improved access to education and retention in schools, and enhanced peer-to-peer attachment and emotional well-being.



Touch Roots Africa (TRA), located in the landlocked kingdom of Lesotho, was founded in 2004. Four former staff members of an international organization that was closing down created TRA to continue to protect vulnerable children in Lesotho. Since 2007, the SLF has partnered with TRA in support of their mandate to strengthen local organizations' work related to children's rights, and to influence government policy on child protection.

Rapelang Van Tonder, founder of Hunter's Football Academy in Maseru, uplifts children from diverse backgrounds through the power of sports. In partnership with TRA, Rapelang implements the Coaching Boys into Men (CBIM) project, which empowers boys through a 12-week program focussed on respect, integrity, personal responsibility, non-violence, and anti-bullying. This initiative aims to reduce gender-based violence and elevate boys' attitudes toward girls and women. Rapelang's unwavering dedication as a coach and mentor has improved interpersonal relationships among the young players. The academy has integrated boys' and girls' teams, fostering a spirit of equality as well as new friendships. Despite limited resources, the project exemplifies the power of teambuilding and life skills education to transform young lives. Initially, the CBIM project was funded by FHI360 (USAID), but when that funding ceased, the SLF's flexible funding enabled TRA to continue this successful program.



Photo Credit: TRA

TRA continuously adapts programming to meet evolving community needs. To provide children with opportunities for learning, fun, and support, TRA worked closely with other CLOs to establish kids' clubs. The remarkable success of these clubs exposed the gap in age-appropriate support for young people aged 18–24. TRA responded by working with community partners to establish youth clubs. They organized workshops on life skills, career guidance, sexual and reproductive health and rights, entrepreneurship, and leadership development. These youth clubs generated a sense of belonging and empowerment, and became a natural environment for peer support. Members are better equipped to navigate life's challenges and make informed decisions about their futures.

Naleli Nkane is a creative graphic design student at the Limkokwing University of Creative Technology in Maseru, and member of the Phomolong Youth Group, which is run by TRA. A young person who lost both of her parents, she has found solace, camaraderie, and access to mental health services through TRA programming. Naleli said, "We would find ourselves being counsellors and therapists to each other we became friends and then we're like a big family and it was really supportive." Naleli's hope is that the youth group will equip more young people with skills to break cycles of violence and despair. [Watch a video of Naleli Nkane.](#)



TRA extends its impact by identifying gaps in government child-protection policies and piloting interventions to fill those gaps. The SLF funded a pilot project that provided cash grants to caregivers. The project debunked the misconception that cash transfers and grants would be misused. Documenting the overwhelmingly positive outcomes of the cash grant system and low risk, the TRA developed an operational manual for cash stipends, which the government of Lesotho utilized for nationwide implementation.

Not surprisingly, TRA has been able to attract grants from several large, international funders. However, donor-initiated projects and funding often end just as impact is starting to show. In some cases, the SLF's flexible funding has allowed TRA to sustain the most impactful of these initiatives. For example, TRA was seeing significant results from a USAID-funded internship and entrepreneurship project that addressed the needs of young people who had finished school but were struggling to find employment opportunities. The project provided young women with new skills and job opportunities that allowed them to prevent, reduce or eliminate reliance on transactional sex for survival. It also supported young people to start their own businesses. When USAID funding ended, TRA redirected some of the SLF's flexible funding to sustain the project. Similarly, TRA continued running the Coaching Boys into Men project with SLF funding when FHI360 (USAID) funding ended.

The Adaptability and Responsiveness of CLOs



Community-led organizations have long been the backbone of the HIV response. They raise the alarm about rights violations and service failings, propose improvements, and hold health systems accountable. Even in hostile conditions, they excel at providing people-centred services to underserved populations. Their work is undermined, however, by funding shortages, policy and regulatory hurdles, capacity constraints, and crackdowns on civil society. If these obstacles are removed, community-led organizations can add even greater impetus to the global HIV response.

Source: The Path that Ends AIDS, 2023 UNAIDS Global AIDS Update

During emergencies, CLOs like Musasa, FOST, and TRA emerge as frontline heroes, swiftly responding to crises. Their deep community connections and trusted relationships position them as go-to responders during times of need, and their proactive approach has led them to create safety nets and systems to better respond to future crises.

In the face of natural disasters like Cyclone Idai and Cyclone Freddy, FOST and Musasa displayed remarkable resilience. FOST rebuilt homes, bridges, and livelihoods for devastated communities. Musasa reliably continued to support women in crisis, providing shelter and medical care, and by operating a 24/7 helpline. Moreover, Musasa addresses the gender-based violence and livelihood challenges exacerbated by climate change.

During the unprecedented COVID-19 pandemic, FOST played a critical role as an essential service provider. They prioritized information campaigns in rural areas, raising awareness about vaccines. Providing protective equipment and food parcels, FOST aimed to alleviate economic hardships resulting from the pandemic responses.

Sadly, the COVID-19 pandemic has also taken its toll on hard-fought gains in HIV, child rights, and livelihoods. CLOs have witnessed a surge in early marriages, abuse cases, and drug abuse among youth. Education has suffered as well, with some children unable to return to school due to the disruptions caused by the pandemic.

In Lesotho there is currently a severe mental health crisis, particularly among its youth. The country has alarmingly high suicide rates, necessitating urgent action and the creation of supportive spaces for young people. TRA is actively working toward addressing this crisis and providing the necessary support to mitigate the mental health challenges faced by young people in Lesotho.

Transformational Impact

Transformational impact is the ability to evolve harmful gender norms and practices. It is the power to uproot social inequity over time through sustained, responsive, empathetic, human-centred programs and services. Musasa, FOST, and TRA have consistently demonstrated their transformative impact. This has been documented and affirmed by external evaluations and funder assessments. However, these organizations would attest that it is the reclaimed hope and joy and the positive, lasting changes they see in their clients' lives that truly validate the significance of their work. It is the connection to the people they serve that matters most.

FOST creates "circles of support" that bring clients together to create meaningful connections with each other, fostering a sense of belonging and community. Musasa's psychosocial support empowers women to take action and reclaim their lives, providing them with the tools and resources to overcome challenges. TRA also recognizes the importance of emotional well-being for children and creates platforms for expression, connection, and building resilience.

Operating on multiple levels, these organizations make a profound and enduring impact in the lives of their clients and the communities they serve. Through their dedicated efforts, they bring about positive change and improve the lives of the people they serve. Their commitment to fostering empowerment, resilience, and holistic well-being is reflected in the tangible transformations experienced by their clients.

Types of funding needed to create meaningful change in communities and organizations

Advancing sustainable, meaningful change in communities and organizations requires the right types of funding. Throughout interviews for the case study, the three CLOs identified why anti-colonial approaches to funding are necessary for creating long-lasting positive change.

CLOs respond to the HIV epidemic in dynamic and complex contexts, facing challenges like economic hardship, political oppression, violence, migration, land distribution, climate crises, energy crises, and health emergencies. To address these ever-changing circumstances, **funding needs to support flexibility, agility, autonomy, and rapid response capabilities.**

The CLOs appreciate the SLF's bottom-up approach that puts decision-making power in the hands of CLOs, allows them to determine their own priorities and respond effectively to the unique challenges they face. Flexible funding gives CLOs the freedom to address critical issues as they arise, ensuring maximum impact when and where it matters most.

Musasa, FOST, and TRA know that **long-term, reliable, and undisrupted funding is imperative** for sustainable impact. It allows them to build on their strengths and focus on what they do best. Short- and medium-term funding often leads to funding gaps, compromising an organization's sustainability, staff retention, and project implementation. Reliable and undisrupted funding, such as that provided by the SLF, fosters trust and respect between funders and organizations. It allows organizations to plan and work toward their long-term goals.

CLOs recommend that funders should adopt a **broader funding approach** that goes beyond prioritizing specific activities. They advocate for funding that covers core expenses, including staff salaries, rent, technology, maintenance, and staff well-being. By addressing these crucial aspects, funders can provide CLOs with the necessary resources to sustain their operations, respond to the evolving needs of their communities, and facilitate an enabling environment in which leaders and staff can thrive and creatively tackle challenges.

Expand traditional approaches to demonstrating impact in CLOs and ease the burden of reporting

The organizations participating in this case study found that simplifying reporting processes removes unnecessary or onerous administrative requirements which can be an obstacle for organizations working with small management teams. By developing user-friendly tools that are aligned to the needs of the organization and enhance the work at community level, volunteers and community members are empowered to share their valuable insights with ease. CLOs would like funders to consider accepting consolidated reports —reports that aren't specific to a single project or funder — that comprehensively capture the organization's activities, enabling donors to fully grasp the holistic impact being made.

Monitoring and evaluation centred on support and collaboration is instrumental in facilitating organizational growth and learning. Unlike punitive and coercive methods used by some funders, which instill fear of negative consequences, the SLF fosters relationships based on trust and works collaboratively with its partners to address challenges. The SLF's monitoring and evaluation visits go beyond numbers and statistics; they are occasions to celebrate achievements and provide technical support. By documenting inspiring stories of change, the SLF aims to inspire others to support the important work of its partners.

Room for Improvement: While CLOs appreciate our long-term and flexible funding, they also need budgets to expand over time. Expanded budgets allow organizations to keep up with inflation as well as implement innovative projects, scale-up existing projects, and address specialized needs like medical care for survivors of violence. Musasa, FOST, and TRA have the capacity and experience to manage bigger budgets. The SLF is not currently able to expand its funding for these organizations, and we know this has a negative impact on them.

Redefining organizational progress and sustainability

Supporting Communities for Sustainable Change

Sustainability is at the heart of Musasa, FOST, and TRA's approaches. They strengthen existing community structures and provide information, training, and support to empower individuals, governments, and community structures.

These organizations implement targeted interventions to break the cycle of poverty experienced by marginalized groups, including grandmothers, farm workers, survivors of sexual and gender-based violence, and children. By prioritizing peer-to-peer, self-help, and income-generating activities, they equip individuals with the tools to meet their own needs, which contributes to long-term resilience.

By working collaboratively with communities and national governments and prioritizing sustainability through partnership, Musasa, FOST, and TRA are redefining organizational progress. They demonstrate that enduring impact can be achieved when organizations are deeply rooted in the communities they serve and possess a deep understanding of their needs and aspirations.

Ongoing Funding Challenges

In the face of dwindling resources, CLOs find themselves in a highly competitive funding environment, where the availability of financial support is becoming increasingly scarce. Local organizations face additional obstacles as they may lack the necessary skills and time to craft compelling — and onerous — funding proposals, with their staff juggling multiple responsibilities.

The fluctuating nature of traditional short-term project-based funding has impacted Musasa, FOST, and TRA's structures, systems, and overall capacity, resulting in staff turnover. Many CLOs received temporary financial support during the COVID-19 pandemic, but unfortunately, this funding has ceased while the lingering effects of the pandemic persist. Relying on short-term project and emergency funding poses limitations on CLOs' ability to plan and sustain long-term initiatives.

Faced with decreasing donor funding, CLOs are diversifying their income streams and seeking alternative avenues such as social enterprise initiatives and private sector partnerships. However, it is important to note that these alternative funding sources cannot fully replace donor support. While engaging in income-generating activities can provide financial stability, it may divert valuable time and energy from the organization's core mission. Balancing sustainability and maintaining focus on their primary goals remains a challenge for CLOs exploring alternative funding approaches.

Assessing risk and building trust

Many funders view CLOs as risky investments due to concerns about their capacity. However, current funding approaches disadvantage CLOs, placing them at greater risk. CLOs advocate for long-term funding to reduce administrative burdens, enabling them to focus on their core work and engage in strategic planning. Recognizing the skills and qualifications of CLO leaders is crucial, as capacity limitations often stem from funding constraints. Facilitated support, capacity building, and funding through intermediaries can mitigate risk and support CLOs.

A key aspect of risk mitigation and trust building is recognizing the skills and expertise of CLO leaders. While some funders may question their capacity to implement projects, many CLOs are led by highly qualified individuals. Tariro Munamati joined Musasa as a counsellor in 2016 and has since become a trained paralegal who can also provide essential legal support for women. Through community engagement and public speaking, she has boosted her confidence. Now promoted to Shelter Coordinator she supports shelter administrators across 14 locations, ensuring they receive the assistance they need, and have a platform for debriefing. Despite her busy schedule, Tariro completed a master's degree in counselling psychology. She is driven by her commitment to helping survivors of gender-based violence. Tariro's remarkable journey exemplifies her unwavering dedication to ongoing professional development, and her desire to make a positive impact.

Working in Solidarity



Solidarity is about helping people on the ground do what they do best.

– Ben Gilpin, FOST founder and trustee

CLOs believe social change is achieved by empowering communities to address their own challenges. They prioritize solidarity and amplify voices to create inclusive spaces where every perspective is valued. Building partnerships and networks is integral to their work. The SLF's anti-colonial funding approach focuses on **building a partnership beyond financial support to include peer learning and advocacy**. Funders can support CLOs by facilitating connections and linking them to additional funding opportunities.

Direct engagement and personal connections play a crucial role in nurturing trust and solidarity. Meaningful conversations and visits to organizations provide insights into community needs and highlight the dedication of CLO staff.

Recognizing and addressing power dynamics is essential in building solidarity, as funders hold decision-making power in funding allocation. An anti-colonial approach challenges these dynamics, aiming to level the playing field and acknowledge and benefit from the expertise of local organizations. Authentic relationships are created when funders work in solidarity with community experts who are at the forefront of creating real change.



Conclusion

Funding community-led organizations in anti-colonial ways not only generates greater short-term impact but also contributes to the enduring strength of these organizations, resulting in a multiplied effect over time. Providing flexible and long-term support for CLOs fosters a foundation of mutual respect and trust. This approach amplifies and sustains the impact of global development investments, empowering CLOs to develop sustainable solutions that address the unique challenges in their communities. With such support, community safety nets can be established to navigate crises, while minimizing time and finances wasted on unnecessary administrative processes. Finally, this funding approach facilitates deep and wide-ranging impact at community, family, and individual levels, strengthening CLOs to grow their staff and programming, better serving the evolving needs of their communities.



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Participants include

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Mason Matowa, Programs Coordinator
Innocent Nyagumbo, Project Officer
Dr. Sue Parry, Founder and Trustee
Ben Gilpin, Founder and Trustee

Musasa staff

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TRA staff members

MaWinnie Kanetsi, Founding member and former director
Maletsema Mokitimi, Founding member
Palesa Mphohle, Founding member
Motloheloa Molupe, Director and Founding member and current director

And many clients and community members in the communities served by these organizations.

Interviews were conducted by Jenny Parsley (SLF Field Representative) between March 21–28, 2023. Photographs and video are by Eva Gilliam.

Championing health and human rights with
community-led partners to respond to the
HIV epidemic in sub-Saharan Africa.



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