



HLANGANISA
COMMUNITY FUND
FOR SOCIAL AND GENDER JUSTICE

www.hlanganisa.org.za

The Collective Care Strategy

2025 – 2028

The Collective Care Strategy 2025 – 2028 is a comprehensive framework developed by Hlanganisa to embed well-being practices across its internal operations and extend support to its partners, communities, and social movements. It recognizes that sustainable social justice can only be achieved when individuals and organizations are supported holistically, addressing their emotional, mental, and physical needs.

This strategy is underpinned by a deep commitment to equity, inclusion, and cultural sensitivity, ensuring that care practices are not only effective but also responsive to diverse needs and contexts.

Focus Areas

Hlanganisa's **Collective Care Strategy** is structured around five interconnected focus areas that address the needs of the organisation, its staff, partners, and communities.

These focus areas reflect Hlanganisa's commitment to institutionalising collective care and advancing social justice:

Embedding collective care principles and practice, internally and externally, into governance, programmes, grantmaking, human resources, and operational frameworks to create a sustainable and equitable foundation for well-being. This includes establishing standardised care practices and aligning resources with the needs identified through participatory assessments.

Institutionalising Collective Care

Meaningful Support to Movements and Individuals

The unique nature and needs of movements and individual activists requires responsive collective care support. Research conducted by Hlanganisa highlights that the support required by these stakeholders includes well-being and care, and support for mental health.

Extending Collective Care to Partners and Communities

Supporting grantees, partners, and community leaders with resources and training that promote care practices and resilience in resource-constrained contexts. Stakeholder feedback called for integrating community-driven practices, such as prayer groups and mutual aid networks, into care strategies. Tailored care initiatives will ensure relevance to diverse cultural and structural contexts.

Restorative and Healing Work Environments

Creating practices, ways of working, spaces and opportunities for recovery, resilience-building, and emotional support through trauma-informed practices, wellness initiatives, and mental health resources. Stakeholders emphasised the need for healing circles, mental health workshops, and accessible wellness spaces.

Strengthening grantmaking and accompaniment to foster sustainability

Funders have a crucial role to play in supporting community organisations, movements and human right defenders to be able to do their work, while being well. The sector is notoriously under-resourced, and some of this is due to funders lack of trust in the abilities of grantees. This must change.



Strategic Goals

A.

INTERNAL GOALS:

Strengthening Collective Care within Hlanganisa

GOAL

1

Institutionalise Collective Care Across the Organisation

- Develop and approve a formal Collective Care Policy embedding care principles into governance, HR frameworks, and organisational culture.
- Budget for the implementation of the Collective Care Policy and strategy. Allocate an annual dedicated budget for wellness initiatives, ensuring adequate resources for care-related infrastructure, mental health services, and training.
- Establish a Collective Care Committee to drive, monitor, and support the strategy's implementation.
- Pilot 3–4 collective care initiatives, such as organisational wide rest periods, restorative workspaces, or workload audits, to test and refine implementation.

GOAL

2

Review and Adapt HR Policies and Practices to Support Collective Care and Well-being

- Conduct a comprehensive audit of current HR policies, including study leave, family leave, bereavement leave, and sabbaticals.
- Ensure alignment between the Collective Care Policy and other HR policies.
- Adapt policies based on insights from wellness and needs assessments to ensure alignment with staff requirements and well-being goals.
- Introduce flexible and inclusive leave policies that consider diverse staff needs, such as caregiving responsibilities and recovery time after trauma exposure.
- Explore the feasibility of sabbaticals for long-serving staff to support mental health, professional growth, and resilience.



GOAL

3

Strengthen Governance, Communication and Management Practices to Embed Collective Care

- Conduct training and information sessions for the Board and managers on trauma-informed practices, well-being, emotional intelligence, and care-focused governance.
- Include care-focused and prevention-oriented performance metrics in leadership evaluations.
- Host leadership-led initiatives, such as wellness sessions and collective care reflections, to model behaviour and engage teams.
- Implement two-way communication mechanisms that allow for honest feedback, and ongoing communication to nurture trust, care and accountability.
- Implement an annual employee engagement survey to assess organisational culture, psychological safety and overall well-being of all staff.

GOAL

4

Improve Workload and Resource Distribution to Support Well-being and Work Life Balance

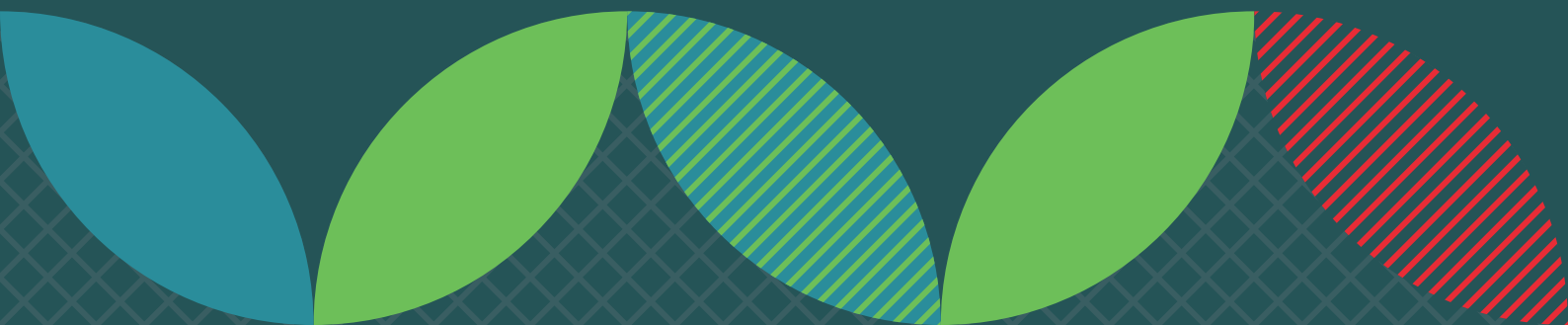
- Conduct biannual workload audits and assessments to identify disparities and promote equitable work allocation.
- Ensure that the organisational structure addresses current workload challenges and makes provision for well-resourced teams.
- Implement mechanisms for reporting workload inequities, with clear resolution pathways.
- Allocate resources to support high-stress roles and staff exposed to heightened risks.
- Consider ways of working that can improve efficiency and cross team collaboration and cohesion.

GOAL

5

Integrate Trauma-Informed and Preventive Responses

- Establish restorative practices, such as healing circles and peer support groups, for staff exposed to trauma.
- Create preventive programmes, including early warning systems to identify stress and burnout before it happens.
- Train managers and/or identified staff members as wellness agents.



B.

EXTERNAL GOALS: Extending Collective Care to Grantees, Social Movements, and Human Rights Defenders

GOAL

1

Strengthen Practices of Trust and Inclusion in Grantee and Partner Relationships

- Review whether grantee and partner voices and inputs are included and considered across Hlanganisa's programmes, governance, grant making and learning. For example, does the Board include representation from grantee communities?
- Offer support and skills training for grantees in the areas of governance, building trust, diversity, inclusion and belonging.
- Address inconsistent practices and policies that may negatively affect trust with grantees and partners.
- Create feedback tools for grantees: Develop anonymous surveys, suggestion boxes, and regular reflection spaces to gather insights on grantee needs and wellness gaps.
- Host Grantee Feedback Forums: Organise forums or use existing convening spaces to engage directly with grantees, social movements, and human rights defenders, ensuring that their perspectives shape collective care programmes.

GOAL

2

Adopt a Feminist Funding Approach to Strengthen Flexible and Holistic Funding Practices

- Integrate feminist funding principles into grantmaking strategies and practices to prioritise flexible funding and resourcing.
- Set specific grantmaking budgets for wellness and collective care as:
(1) Funded wellness programmes; and (2) Mainstreaming wellness and care approaches across all grant funding and accompaniment programmes.
- Implement accompaniment programmes that are responsive to the needs of different partner groups.
- Establish a Community of Practice: Create a collaborative platform for grantees to share experiences, learnings, and best practices related to collective care and wellness.



GOAL 3

Lead the Thought Leadership and Development of Collective Care Strategies that are Rooted in Community-Driven Care Practices

- Integrate Indigenous and Grassroots Wellness Approaches: Work with grantees to identify and formalise existing community-based care practices, such as prayer groups, burial societies, and mutual aid networks, as part of Hlanganisa's collective care strategy.
- Tailor Programmes to Grantees' Contexts: Ensure care initiatives reflect the cultural, structural, and economic realities of grantees. For example, focus on economic empowerment for grantees in resource-scarce contexts and psychosocial support in trauma-heavy environments.
- Support Accessibility for Marginalised Groups: Develop inclusive care practices that account for the needs of grantees working with persons with disabilities or in linguistically diverse regions, such as providing materials in Braille or audio formats.
- Create resources and tools (including audio and visual materials) that grantees and partners can access when they need it.
- Use the voice and influence of Hlanganisa to advocate for improved well-being and care policies across the philanthropic landscape.

GOAL 4

Invest in Responsive Collective Care and Well-Being Support for Movements and HRDs

- Use the research conducted and ongoing communication with movements to develop a clear understanding of the collective care and well-being needs.
- Create space for and integrate collective care and well-being practices in convening spaces.
- Use the voice and influence of Hlanganisa to advocate for improved well-being and care policies across the philanthropic landscape.
- Provide flexible funding through grantmaking to support the well-being of movements and HRDs.

GOAL 5

Track and Evaluate the Impact of Collective Care Initiatives

- Track Grantee Participation and Impact: Measure uptake and outcomes of care-focused initiatives through quantitative and qualitative data collection, such as surveys, interviews, and case studies.
- Identify Regional Trends and Gaps: Use findings to adapt collective care programmes to reflect geographic and cultural variations in grantee needs.
- Assess the impact and sustainability of Hlanganisa's collective care strategy.



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