



# LEAVING A **LASTING** **LEGACY**

REFLECTIONS  
FROM SHINE'S  
SUNSET



## INTRODUCTION

After 23 years of operation, **Shine Literacy made the bold decision to close, or “sunset”, in March 2024.** The literacy nonprofit landscape had changed significantly since its launch, and the Founder-Director and Board of Trustees realised that sustaining Shine as a nonprofit organisation was not the only or best way for its model, resources and learnings to make a difference in helping young children learn to read. The decision was a strategic end to Shine's long-term vision, mission, and years of programmatic work.

Shine embarked on a one-year sunset designed to be a culmination of its work over the years. It handed over its activities to its social franchise partners, community-based organisations known as “Shine Chapters.” It built their capacity, deepened their connection as a network, and donated the bulk of its reserves to these partners so the work could continue.

It also open sourced its model and materials so they could be used by schools, community-based organisations and committed volunteers around the country to help struggling readers become confident readers. It offered sector-wide trainings and made donations to partners who work in and support the literacy sector. And it committed to sharing what it learned during the sunset process with the broader nonprofit community.

This learning brief outlines the key questions, decisions, and reflections that Shine's leadership considered in its legacy-building.

This learning brief is part of the **SHINING ON** series which captures lessons from Shine's sunset. All briefs can be accessed at [www.shineliteracy.org.za](http://www.shineliteracy.org.za).





## WHY SUNSET?

### AN ORGANISATION IN TRANSITION

Shine Literacy was founded in 2000 with a simple goal of helping children learn and love reading. It was formalised as a trust in 2007 and launched a social franchise model in 2011.

By 2023, a lot had changed in the literacy landscape in South Africa. Many more organisations were working on literacy, and funders were increasingly backing scalable models based on the science of reading. Volunteerism, a cornerstone of Shine's model, had dropped after Covid-19, and it was harder to access schools.

A lot had changed for Shine as well. It revised its programmes in response to declining volunteerism, and social franchise partners were iterating and innovating on its core model. Key staff members moved on, and recruitment of a new director was unsuccessful. Shine explored a merger with another organisation that wasn't realised.

By early 2023, Shine was at a crossroads. The challenges it faced are briefly unpacked below to set the stage for its decision to sunset.

**“The sign of a good non-profit is where you can work yourself out of existence.”**

**KATHRYN TORRES**  
SHINE CO-FOUNDER AND HONORARY BOARD MEMBER

## PROGRAMMATIC SHIFTS

Covid-19 had significant aftershocks for Shine's programmatic work. Lost learning time meant entire classrooms of children were struggling to read, rather than just a handful. It was harder to access schools, and volunteerism declined.

In 2021, Shine closed its volunteer-driven Centres (which it ran directly), and instead trained unemployed young people to be teacher assistants (TAs) that supported full classrooms with paired reading. This was a dramatic shift from its previous model of working with volunteers and required rethinking its training, recruitment, support, approach to funding, and overall strategy. Then in 2023, the Western Cape introduced a province-wide, standardised TA programme for foundation phase reading, crowding Shine out of classrooms.

Furthermore, Shine's franchise partners began to adapt in bespoke ways to these challenges. Shine began to wonder whether its quality-controlled franchise approach was still appropriate as partners successfully adapted to their individual contexts.

## INTERNAL LEADERSHIP SHIFTS

Shine's founder-director announced her intention to retire in 2019, but stayed on during the Covid-19 pandemic. Shine's first round of director recruitment in 2022 was unsuccessful, as it could not afford its preferred candidate. Then in early 2023, two key senior staff left to pursue new opportunities. Shine's director and trustees were aware that rebuilding a leadership team, redefining programme models and setting a new strategy would be a big ask for a new leader.

## FUNDING REALITY

While Shine had loyal and generous donors and healthy reserves, it struggled to attract new funders during the pandemic, and knew this would remain difficult with leadership and strategy in transition. While immediate financial pressure did not force Shine's decision to sunset, it had to decide: should it run down its reserves in favour of sustaining itself as an entity, or should it use its assets to sustain its legacy and impact through partners?

## POSSIBLE MERGER

Before Shine decided to sunset, the trustees and leadership were already considering unconventional paths to hand over the essence of Shine in a meaningful way without the expense and necessity of head-office staff and resourcing. This included considering a merger with another prominent literacy organisation. Despite initial interest and good-faith exploration, ultimately the other organisation opted out of the merger.



*Instead of merging with another organisation, the sunset process would allow us to decentralise the organisation's role and transfer control and resources to the chapters. It also meant that we could open source our programmes and partner with a like-minded organisation that is on top of its game, to manage these programmes moving forward.*

*Sunsetting felt like a genius idea. It felt like the right way to move forward within the constraints we faced and be far more light on resources, but still contribute to the sector in a meaningful way.”*

MAURITA WEISSENBERG  
SHINE FOUNDER-DIRECTOR





## SUNSETTING VS CLOSING – WHAT’S THE DIFFERENCE?

Shine chose the language of “sunsetting” intentionally, guided by best practice of what others have done when closing. While the ultimate result of both sunsetting and closure is the end of operations, the approach differs substantially.

Sunsetting is an intentional, phased approach to discontinuing an entity, service, or programme. For Shine, sunsetting meant strategically handing over its learning materials, financial and material assets, and programmatic approach to its partners and the literacy sector at large over the course of a year.

For the team involved in Shine’s sunsetting, it increasingly came to mean an iterative, unfolding process. Shine explored with its various stakeholders:

- what would contribute to a lasting impact in the sector;
- what it would take to achieve this, in terms of the will, interest and expertise; and
- how achievement of these outcomes aligned with legal and governance requirements.

This dynamic process was both time and resource intensive, but much more impactful than merely shutting the doors of Shine after a board decision or limping along for years.

Closure, on the other hand, is more structural and procedural. It involves legally closing an entity, typically within a shorter time frame than a sunset.

In initial discussions, some trustees referred to “liquidation”, “termination” and “closure”, but this language did not capture Shine’s strategic intention in closing. Foregrounding the language of “sunsetting” was important to guide thinking, decision-making and messaging throughout the process.



## LEGACY: WHAT SHOULD “SHINE ON”?

When Shine embarked on its sunsetting journey, it had to ask: What is the “essence” of Shine? And what should it leave behind?

Shine’s goal has always been to help children learn to read with meaning and confidence. The Shine team identified the “magic of Shine” as quality relationships, a safe learning space, solid partnerships, high-quality learning resources, and practical training. These were the key elements that Shine wanted to see shine on beyond its sunset.

Once this was clear, Shine had to figure out how to best support its partners and others to take this magic into the future.

- How could Shine best equip its franchise partners to continue?
- How could Shine’s learning resources continue helping children indefinitely?
- How could Shine’s thought leadership and learnings continue to impact the literacy sector?

### SHINE’S SUNSETTING STRATEGY

Shine built its sunsetting strategy by starting with the end in mind, and working backwards to realise its vision. The strategy had six main goals, to achieve by March 2024:

1. **Strengthen its Chapters** to continue, strengthen, and grow their work in the schools and communities they support.
2. **Open source its materials** for wider use so that they could continue helping children indefinitely.
3. **Build awareness, skills, and knowledge** about key reading support skills in volunteers, paraprofessionals, and the people who support them.
4. **Fulfil** all of its **existing programme, funder, and partner commitments** alongside the sunset process.
5. **Sunset with integrity** to its values and ethos, and accountability to its team, partners, and funders and to all financial and government requirements.
6. **Share its learnings** from this process with the sector, with honesty, integrity and courage, to share best practice and inspire others.



## HOW TO “SHINE ON”?

With its emphasis on relationships, a safe learning space, solid partnerships, high quality learning resources, and training, Shine focused on four key activities:

- Partner strengthening and support
- Open sourcing
- Intentional resource distribution
- Thought leadership



### PARTNER STRENGTHENING AND SUPPORT

In addition to fulfilling its programmatic commitments in its final year of operation, Shine invested deeply in strengthening its franchise partners, the Shine Chapters that were implementing its model.

This work began with detailed research to understand partners' specific and common needs. Based on the findings, Shine created a structured development programme, including an indaba where leaders and key staff from its 14 franchise partners came together to collectively plan for the future, an online fundraising training series, and financial and material donations.

Shine also ran three master trainings for 71 people who were interested in using its model and resources. And it gave books and readers to its former Shine Centres, schools where it ran programmes directly, so they could continue supporting early grade literacy into the future.



## OPEN SOURCING

Shine was aware that its materials were well-considered, tried and tested, and accessible to a wide-ranging audience. It wanted to make sure they were available to help children indefinitely. Through a fact-finding process, Shine determined the best way to open source its materials, and found a long-term home for them in early literacy nonprofit Wordworks.

Shine's open-sourced learning materials will be available on a resource hub that will launch in late 2024 or early 2025 at [Wordworks.org.za](https://www.wordworks.org.za). More about Shine's open source journey can be found in [this learning brief](#).



## INTENTIONAL RESOURCE DISTRIBUTION

When it decided to sunset, Shine had sizable reserves of more than R12 million. Some of these reserves were allocated to the sunsetting process, but most would need to be distributed upon termination.

As outlined in [this learning brief](#), Shine followed a structured process to distribute its assets. After adhering to legal and fiduciary requirements, it had to determine a values-aligned way to invest its reserves that would leave a lasting legacy and impact.

### ULTIMATELY, SHINE DISTRIBUTED FUNDS TO FOUR CATEGORIES OF RECIPIENTS:

1. **Franchise partners:** More than half of Shine's reserves supported these partners via training and capacity-building, book distribution and financial donations.
2. **Literacy resource hub:** A quarter of Shine's reserves were invested in a digital literacy resource hub for children ages zero to nine that will be hosted by Wordworks and include Shine's open-source materials.
3. **Former Shine Centre schools:** One million rand was spent in its final year of programming on readers for schools that formerly hosted Shine centres and were ineligible for financial donations.
4. **Like-minded organisations:** R1.2 million was donated to key sector partners who have worked alongside Shine Literacy to create, distribute, and/or translate reading resources and advocate to strengthen the South African literacy sector.

Shine worked hard to be objective and transparent in its criteria for distribution, in line with its values.

## THOUGHT LEADERSHIP

Shine's leadership and trustees wanted to present sunsetting as a legitimate strategic option, and to share the thinking and learning that emerged as it navigated uncharted waters.

At the end of its sunset, Shine prepared the "Shining On Learning Brief Series" (including this document) to capture lessons from its sunset. These briefs will live on Shine's legacy website, [www.shineliteracy.org.za](https://www.shineliteracy.org.za).



# SUCCESS FACTORS: **WHAT WORKED** FOR SHINE?

## FUNDING

Sunsetting costs money. Shine was fortunate to have existing funders and a sizable reserve of unrestricted funds, so it could invest in resources, time, capacity, and strategic planning to ensure its legacy was well considered and its plans were implemented.

It is important for others considering this process to budget and plan to invest in the process. For Shine, this involved regular meetings with its trustees who sought to ensure Shine invested enough to achieve its goals, but spent wisely so it could give as much as possible to others.



*I do feel privileged that we've had the money to do it. We've been able to pay severance packages, do beautiful learning briefs, donate funds, and strengthen chapters. Everything that has been given attention and touched in this period is so rich and quality in its offering.*

**JULIE FISCHER**  
SHINE FINANCE MANAGER



## TIME TO THINK

Shine had the resources to give itself time – not just to implement its sunset strategy, but also to invest in the thinking that underpinned the strategy. Key players engaged deeply and frequently to think and rethink Shine's plans, to approach them from different perspectives, and to play devil's advocate. This investment in thinking time created ease, in line with Shine's ethos: "**Ease creates, urgency destroys**". Shine also invested in bringing in various skill sets and a diversity of thinking into the process.

**“** *An investment in the thinking completely shows. Every time we would come back there would be so much done. So many ideas, so much innovation; so much that had pushed the process and catapulted way further than we would have thought of on our own.* **”**

KEHILOE NTSEKHE  
SHINE CHAIRPERSON

“*Surrounding yourself with very smart people is key in this process. You have to have diversity of thought and voices and ideas. A process like this can be quite heavy, and spreading it across a group of people who are skilled and knowledgeable and professional made it manageable. I've learned a lot through that – allowing people to do what they're good at.*”

KEHILOE NTSEKHE  
CHAIRPERSON

“*There was the right amount of interest, input, challenge and incisive questions [from the board]. [The board] didn't destabilise anything that we came to them with, and they appreciated the level of feedback and input we gave them. At the same time, there was balance – they weren't push-overs and didn't just say, yes this is fine. We didn't leave the room without resolving things. There wasn't uncertainty.*”

JULIE FISCHER  
FINANCE MANAGER

## HUMAN CAPACITY AND CONSULTATION

Key players, including Shine's leadership, trustees, staff and consultant team, were consulted and drawn into thinking at key points to gather critical insight and to eliminate any competition and ego.

Shine's board, led by a trained psychologist, included corporate and financial experience, human resource expertise and nonprofit leadership background. This enabled balanced, thoughtful and engaged governance. The board met monthly during the sunset to respond to proposals, provide oversight, and guide the process of sunsetting.

Throughout the sunset, Shine also worked with three experienced nonprofit practitioners, who met with the director and key staff fortnightly to develop the sunsetting strategy, plan, iterate and innovate. Each consultant also led and executed a key portfolio within the sunsetting strategy. Meetings were question-driven and used robust thinking conversations to plan and deliver.

While the board initially had questions about the number of consultants, ultimately it saw the critical importance of strategic support for Shine's director, and of filling skill and capacity gaps created by staff departures. As honorary board member Kathryn Torres remarked, **“We began to trust not just the process but the people that were helping us do it.”**



## FRANCHISE MODEL

The social franchise model Shine established in 2011 ultimately prepared it well for its sunset. Partners were self-funding and relied on Shine's learning resources, training, and model to provide reading support to children in their areas. These trusted partnerships set Shine up to "pass the torch" to these organisations as an intentional part of its sunset.

Shine convened an indaba for these franchise partners, with an intention to share best practice and showcase innovation beyond what Shine had trained them to do. These sessions freed their thinking to consider what could be developed with the Shine model as a base and the freedom to innovate.



## INTEGRITY TO SHINE'S ETHOS AND VALUES

Shine's ethos, which draws on the "thinking environment" work of Nancy Kline, guided its approach to sunsetting.

**EACH INDIVIDUAL MATTERS:** Shine took great care in communicating the sunset to key stakeholder groups, to ensure everyone felt seen and heard. It carefully planned and staggered the announcement for trustees, staff, funders, franchise partners, donors and volunteers; shared the news in person or via phone whenever possible; and made space and time for everyone to process the news. For many, initial grief and sadness shifted to excitement and pride about what Shine could leave behind. The communication rollout and considerations for each stakeholder group are further discussed in [this learning brief](#).

**LISTEN WITH RESPECT AND WITHOUT INTERRUPTION:** Nancy Kline's "thinking environment"<sup>1</sup> is at the heart of the way that Shine holds meetings at all levels. This thinking environment enabled mutual respect, established trust, and unleashed creativity and innovation.

“ I think we can underestimate the power of collaborative thinking. As a collective we're bigger than the sum of our parts. And to be led by someone who really understands that collaboration is what makes something so powerful. ”

KATHRYN TORRES  
HONORARY BOARD  
MEMBER

**THINKING PEERS:** The initial decision to sunset came out of the director's conversations with trusted thinking peers. These conversations freed her thinking to explore all possible options, and created an environment where sunsetting – something that felt unprecedented – could emerge as a viable, desirable option.

Shine's director encouraged collaboration amongst all working on Shine's sunset. Instead of working in silos, staff, trustees and consultants met as equal minds to debate, reflect and execute without ego or expectation.

**EASE CREATES, URGENCY DESTROYS:** Shine's founder-director echoed this phrase throughout the year of Shine's sunset whenever the workload felt overwhelming or the deadlines became crushing: "ease creates, urgency destroys". This reminded each person that it was okay to give the thinking the time it needed, and created spaciousness for team members' best work to emerge.

**Practise the art of appreciation:** Each meeting, whether at board, team or consultant level, closed with a round of appreciation. This left each stakeholder feeling listened to, respected, and valued. The sunsetting process also closed with a farewell appreciation event in late March.

Shine's unique ethos and persistent focus on adhering to it was a key factor in its success, and helped all stakeholders remain focused on the most important thing for Shine – **its people**.

<sup>1</sup> <https://www.timetothink.com/thinking-environment/the-ten-components/>

## SHINE'S ETHOS

EACH INDIVIDUAL MATTERS.

LISTEN WITH RESPECT AND WITHOUT INTERRUPTION.

TREAT EACH OTHER AS THINKING PEERS.

EASE CREATES, URGENCY DESTROYS.

PRACTICE THE ART OF APPRECIATION.

“ I don't know if other organisations have an ethos like ours. We never lost that in the process. In our meetings we maintained our way of being. ”

JULIE FISCHER  
FINANCE MANAGER

“ I love that Shine has been considerate to the staff. They didn't want only the funders, stakeholders and chapters to be happy. The way Shine has supported the staff with CV workshops, HR consultant meetings, let us know many months before [sunset]... It put less pressure on us. We had enough time. ”

MICHAEL DIRKS  
SHINE EMPLOYEE



## LEADERSHIP

Maurita Weissenberg led Shine for 23 years as its founder-director. Her unique blend of compassion, self-awareness and vulnerability created an environment where it was safe to make mistakes, ask for help, and rely on others to solve problems together. Her deep commitment to supporting other nonprofit leaders and willingness to share knowledge and resources drove Shine's investment in its franchise partners and the sector. Her compassion and care for others meant that when things moved too quickly or felt challenging, she was able to pause, breathe, listen, and bring everyone back to what was important.



2003



2023

*“ Not many give up their source of power and do it so gracefully.”*

DI TURPIN, TRUSTEE

*“ The word tenacity comes to mind. Maurita does not give up. I get to a point where we can leave this now, and she says no, it just needs to be done – right to the end.”*

JULIE FISCHER, FINANCE MANAGER

*“ There's a way of working that doesn't have to be brutal and transactional. In her gentle but steely way, Maurita can persuade people that this is the right way to operate – her style of working and collaborating and her ethos.”*

KATHRYN TORRES, CO-FOUNDER

## LESSONS LEARNED

Shine learned a lot during its sunset and is proud to be able to share some of those learnings below.

### THE POWER OF PROCESS, ITERATION, AND CURIOSITY

Shine's dedication to a thinking environment and its structured approach to process enabled it to navigate uncharted waters. No one on the team knew where the process was going to lead when they started. They chose to trust in the process and each other to arrive at the most appropriate decisions and results.

The sunsetting team used meeting time to parse and answer questions. It was okay to arrive at a meeting and say, "I'm not sure what we should do about X" – and in fact this proved a better use of time than arriving with all the answers.

**“***You couldn't anticipate what was going to happen when we set out to do this. The process allowed it to emerge. If you don't zoom and rush to have all the answers, and you are able to take the time to think with other people, you can often land on some ideas that you would not have come up with all by yourself. There was something about the power of iteration and curiosity and time and space to think.***”**

KATIE HUSTON  
SHINE SUNSETTING TEAM

### COLLABORATION BETWEEN STAFF AND CONSULTANTS

Shine's consultant team and senior staff collaborated closely throughout the sunset. Staff attended the fortnightly sunsetting meetings with the consultant team, and staff and consultants met in coffee shops and at each other's kitchen counters to collaborate on specific pieces of the sunsetting strategy. This kept consultants connected to day-to-day operations; was empowering and developmental for staff; and ultimately resulted in better thinking and a more effective and impactful sunset.

Even outside of sunsetting, it's useful to consider how organisations engage with consultants and how those consultants engage (or not) with staff.

### ROLE OF THE BOARD IN SUNSET LEADERSHIP

There was no blueprint for how the trustees should engage in the process of sunsetting.

Shine's director engaged individually and collectively with the trustees until she found a rhythm of communication and consultation that set boundaries and expectations, yet openly engaged the board as a sounding board and decision-maker. One trustee described this consistent flow of back-and-forth communication as a "dance" that enabled the appropriate decisions to emerge.

## RETHINK SUSTAINABILITY

Rethinking sustainability is critical to impact. Giving up on sustaining the *organisation* in favour of sustaining the *work* unlocked many opportunities. For Shine, its work and impact have the potential to become infinitely sustainable through its partners, training legacy, open-sourced resources, and the financial distributions it made on termination. In this way, choosing to sunset arguably made the mission more sustainable.





## KEEP COMING BACK TO WHY

**“***If you have the big why of why you're doing this, [you should] keep going back to that. This has been an incredible learning for me. It doesn't just apply to Shine, it applies to all areas of life.***”**

KEHILOE NTSEKHE, CHAIRPERSON

Shine's sunset was envisioned as a joyful celebration of what Shine has contributed over the years, and a thoughtful, considered approach to ensuring its intellectual property, experience, and learning becomes a public good, in service of all who are committed to improving literacy. At each juncture, the staff, board and consultants kept the “big why” front and centre. As the team explored the full universe of what Shine might do, foregrounding the why helped it let go of some ideas to prioritise what was most important.

## CLARITY OF OFFERING

Shine's model and approach have been clear and discrete from its founding through to its sunset. Shine never tried to be more than it intended to be - to grow blindly or to scale without vision. In the non-profit sector there is often overt or tacit pressure to scale and meet enormous need. While Shine recognised this need, and did scale significantly over time, it was confident that focusing on relationships at the level of the individual school and child filled an important gap and was a contribution worth making. This focus helped Shine clarify the legacy it wanted to leave behind.

## SUNSETTING CAN BE A POSITIVE THING

For most stakeholders, the first response to learning that Shine was sunsetting was sadness. However, over time, the sunset came to be viewed as a positive thing - not just for Shine, but for each stakeholder group who benefited from the investments of time and resources. Sunsetting can be a joyful celebration of years of work and a mission fulfilled.

**“***To close something can be a very positive exercise. We think of endings as negative - they can be very difficult. [But] I think the whole process has been very positive all the way and you can see the benefits.***”**

DI TURPIN, TRUSTEE

## LETTING GO AND TRUSTING OTHERS

Once it closed its doors, Shine wouldn't be there to guide or control what would happen with its model, resources or donations. This was an important realisation for all involved in the sunset, and it was both sobering and freeing: while Shine could very clearly frame its intentions around how it would like its resources or materials to be used, ultimately it was handing over this power and control to others, in particular the franchise partners.

Decisions about resources and programmes would now be theirs and not Shine's. This became an important theme at the indaba, where partners were encouraged to innovate and adapt.

Even for organisations that are not sunsetting, it's worth asking: if we set out to let go of control of ownership, resources and innovation, what might that unleash?

## CLOSING RECOMMENDATIONS

Shine Literacy hopes that funders will see sunsetting as a legitimate investment, that boards will be open to sunsetting as a strategic outcome of their work, and that leaders will see collaboration, sharing and letting go as an approach whose benefits outweigh its drawbacks.

Shine further encourages organisations to start thinking sooner about when their work may be done and how they will know when it is.



*I hope that other organisations will ask themselves on an annual basis the strategic questions: where do we see ourselves? Are we going in the right direction? Are we still relevant? Are we still sustainable?"*

GRAEME AURET  
TREASURER



## SUNSETTING WORKBOOK

Below are some of the questions Shine grappled with in the course of its sunset. They may be useful for others to interrogate as part of strategic planning or navigating change.

QUESTION	CONSIDERATIONS
Under what circumstances might you think about closing?	
Is your organisation still relevant? How do you know?	
What sorts of systems and processes might your organisation need to have in place so that the information about your relevance comes to you sooner?	
What would it look like if you had a year to wind down your organisation?	
If your organisation were to close down, what do you hope its legacy would be?	
What part of your work do you hope would be continued by others?	
Who would be best placed to carry on your work? What support would they need to do so?	
What is your organisation's intellectual property? To whom might it be useful? How could you make sure they are able to use it?	
What would you give to others?	
Who would you need to work with in order to implement a sunset?	
If your organisation let go of control over aspects of its work, what might that unleash?	
Which parts of your organisation might fit well within another? Could you merge with another organisation?	



“ I was holding this image: when the day comes to a close, and there is a beautiful sunset, we always know that the next day the sun will still shine again. The sunset is never the end. It’s the end of that day, but there’s always another day.

*And there was something so beautiful about that. It gave me a different way of seeing things, and being able to see it as something exciting. Holding this question of, what will still shine on? How can we see this as an opportunity instead of the end of something?*

*Suddenly it gave me hope and gave me renewed energy and enthusiasm, and this was an enormous relief. I felt at peace.”*

MAURITA WEISSENBERG

## LIMITATIONS

This reflection is based on Shine Literacy's experience of sunsetting from April 2023 – March 2024. Its sunsetting approach was enabled by several factors, including a seasoned founder-leader, a well-established board, consultant support, and substantial financial reserves. The factors that shaped Shine's sunsetting journey may not be applicable in other settings, but Shine hopes its experience can help others considering an intentional closure.

While the Shine team is proud of the steps it took to sunset and the impact it was able to make in its final year, the long-term impact of its sunsetting strategy has yet to unfold.

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## RESOURCES

### Sunsetting guides:

Closing Down the Right Way: <https://blueavocado.org/finance/closing-down-the-right-way/>  
Strategic Sunsetting: <https://propelnonprofits.org/resources/strategic-sunsetting/#:~:text=Sunsetting%20can%20be%20a%20normal,transparency%2C%20honesty%2C%20and%20planning>

### Inspiration and examples:

The Final Act: Sunsetting a Nonprofit Arts Organization: <https://howlround.com/final-act>  
Mava Foundation: <https://mava-foundation.org/>



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