

# APF QUARTERLY

AFRICAN PHILANTHROPY FORUM NEWSLETTER

DECEMBER 2019



## INSIDE THIS EDITION

### Page 3

INTRODUCING  
TOOLKIT FOR  
AFRICAN  
PHILANTHROPISTS

### Page 4

APF RECEPTION ON  
THE SIDELINES OF  
UNGA

### Page 5

APF REGIONAL  
THEMATIC MEETING:  
ACCELERATING YOUTH  
EMPLOYMENT IN AFRICA

### Page 8

2019 BRAZILIAN  
PHILANTHROPY  
FORUM

### Page 9

ARTICLES & OPINIONS  
GRANT MAKING  
IN THE  
#METOO ERA

### Page 15

WORLD ECONOMIC  
FORUM SIDELINE  
EVENTS

# About AFRICAN PHILANTHROPY FORUM

The African Philanthropy Forum (APF) was established in 2014 to build a learning community of strategic African philanthropists and social investors committed to inclusive and sustainable development throughout the Continent.

It was incubated by the Global Philanthropy Forum (GPF), a global network of strategic philanthropists and social investors committed to international causes from 2014 - 2016. In 2017, APF became an independent entity and continues to be an affiliate of the GPF.

Over the years, APF has established a stronger presence on the Continent, with footprints in Cameroon, Côte d'Ivoire, Egypt, Ethiopia, Ghana, Kenya, Morocco, Nigeria, Rwanda, South Africa, Tanzania and Uganda, through its regional meetings and conferences. The APF has also invested in the development of the Toolkit for African Philanthropists and the "Why Give" Series, which consists of interviews with Africa's strategic philanthropic leaders to showcase their motivations for giving.

Since inception, APF has reached approximately 19,000 philanthropists, social investors and key stakeholders in the philanthropic space across Africa and the world. Through APF's high impact convenings and initiatives, the organization has facilitated collaborations, amplified the work of change makers and shared best philanthropic practices and strategies for promoting homegrown development.

## OUR MISSION

**The African Philanthropy Forum is a strong and vibrant community of partners who through their strategic giving, investments and influence, foster shared prosperity on the African continent.**

---

## OUR VISION

**To transform the culture of giving on the continent to the extent that it exceeds development aid by 2030. (USD 42bn FDA in 2017, source: UNCTAD Report)**

**TSITSI MASIYIWA**

APF Board Chair &  
Executive Chairperson,  
Higherlife Foundation

**HRH QUEEN SYLVIA NAGGINDA**

Queen, Buganda Kingdom & Founder,  
Nnabagereka Development Foundtion

**NDIDI OKONKWO NWUNELI**

Founder, LEAP Africa & Managing  
Partner, Sahel Consulting

**GBENGA OYEBODE**

Founder & Chairman,  
Aluko & Oyeboode Law Firm

**SWITHIN MUNYANTWALI**

Head, Appleton Luff's East African  
Office

**JEFFREY WALKER**

Chairman, New Profit



# BOARD OF DIRECTORS



**MOSUN LAYODE,**  
Executive Director

## APF ADVISORY GROUP

**Funke Adeyemi**

Regional Director, International  
Air Transport Association

**Tonye Cole**

Co-founder,  
Sahara Group

**Nyokabi Kenyatta**

Director,  
Kenyatta Trust

**Jane Wales**

Founder, Global Philanthropy Forum

**Yvonne Chaka Chaka**

Founder, Princess of Africa  
Foundation

**Julie Essiam**

Founder, Africans  
for Africa

**Nyimpini Mabunda**

Senior Advisor, Boston  
Consulting Group

**Zouera Youssoufou**

CEO, Aliko Dangote Foundation

**Innocent Chukwuma**

Regional Director, Ford Foundation  
West Africa

**Amadou Gallo Fall**

Vice President NBA,  
MD NBA Africa

**Vuyiswa Sidzumo**

Senior Program Officer,  
Ford Foundation Southern Africa

**Mamadou Biteye**

Vice-President, Social Impact,  
Central Europe, Middle East and Africa,  
Visa Inc.



# INTRODUCING THE TOOLKIT FOR AFRICAN PHILANTHROPISTS

(VOLUME 2)

We are delighted to announce the release of Volume Two of our Toolkit for African Philanthropists. Following on from Volume One, this volume of the toolkit presents practical steps needed to increase investments, improve sustainability and inclusivity, boost cross sector cooperation and promote innovation and good practice within the philanthropic space. It is divided into 5 chapters, each addressing an aspect of sustainable philanthropy. The steps demonstrated in the five chapters are transparent, straightforward and can be quickly applied to get results.

**Chapter One – Creating an Effective and Sustainable Grant Making Process** works the reader through the three broad phases of grant making and provides general guidance on the grant making cycle as well as best practices. It provides anyone - a newbie in grant making, a grantee, an experienced grant maker, or a grant making organization with tools and principles you can deploy and lessons you can learn from.

**Chapter Two – Innovation in Philanthropy** provides the reader with recent financing innovations piloted in the world of philanthropies and other development financing agencies and the impact such innovation in financing has had. Through case studies and relatable examples, interesting concepts such as Social Impact Bonds (SIBs), Blended Financing and Development Impact Bonds (DIBs) are highlighted.

**Chapter Three - African Value-Driven Philanthropy with Innovative Impact: From Global Ethics to Local Action** introduces a few terminologies - motivation, values and virtues and the fundamental role they play in driving Philanthropy. Through activities, images and examples it aims to help philanthropists shape their aspirations whilst guiding foundation leaders in their strategic thinking, innovation and governance around issues such as Cross Sectoral Networking, alignment to the Sustainable Development Goals (SDGs) and Methods of Fundraising.

**Chapter Four – Africa's Next Generation of Givers: Guidance for Creating and Managing a Philanthropic Legacy** calls on wealthy Africans to create legacies through

philanthropy. It starts off by making a case for philanthropy and its ability to unite generations and goes on to provide guidance on key factors to consider before starting a foundation and what formal structures need to be in place. This chapter ends on a strong note, by creating a bridge between philanthropy and our path to ending inequality on the African continent.

**Chapter Five – Strategic Giving Without a Foundation: A Practical Guide** is a chapter for all who believe there isn't one single true path to philanthropy and that the act of giving should be done without the need for public praise as a return investment. It provides would be philanthropists with a workbook on the what, how, measurements and benefits of strategic giving. The writers' use of African context examples gives room for inspiration and also provides conceptual and practical approaches to follow to ensure that individuals without foundations can also give strategically to courses that drive development, impact and sustainability.

This practical guide to philanthropic giving is a dynamic document that is constantly adapted to fit the current and future environment of philanthropy. It has been written by leading experts, practitioners and philanthropists for would be and current philanthropists either in their personal capacity or as representative of an organization. This serves as part of APF's contribution to sparking philanthropic conversations that matter.

# APF RECEPTION ON THE SIDELINES OF THE UNGA

NEW YORK - September 26, 2019



On Thursday, September 26, APF welcomed over 50 guests at its Reception on the sideline of the 2019 United Nations General Assembly

The APF Cocktail for an evening of discussions around tackling pertinent issues on the African continent. The event brought together philanthropists, social investors, CEOs and policy makers as they discussed the theme **"Bridge the Gap: How Philanthropists Can Change the Youth Unemployment Narrative in Africa."**

It was an informal gathering providing an opportunity for critical actors in the philanthropic space to explore opportunities for collaborations that can lead to a systematic change in Africa. Tsitsi Mayisiwa, Fred Swaniker, and Patrick Nyirishema led discussions on the need for homegrown philanthropy, the strategic role of government in development, and the need to provide young Africans with quality opportunities.

At the event our Board Chair at APF and Co-Founder, Higherlife Foundation, Tsitsi Masiyiwa spoke about strategic partnerships that work and how stakeholders can collaborate to create economic opportunities for Africa's growing youth population. Patrick Nyirishema, Director General, Rwanda Utilities Regulatory Authority, shared on the important role of the government and the need for collaboration across board. Fred Swaniker, Founder, African Leadership Group spoke to the issue of youth employment and challenged attendees to make this the Century for Africa that will be remembered for good. APF Executive Director, Mosun Layode also shared about APF's work around the Continent and invited individual philanthropists, family foundations and corporate foundations to join the vibrant network of people who want to do good in Africa. The closing remark was delivered by APF Board member, Swithin Munyantwali, emphasizing the opportunity available for critical actors in the philanthropic space to explore for collaborations that can lead to systematic change in Africa.

# APF REGIONAL THEMATIC MEETING: ACCELERATING YOUTH EMPLOYMENT IN AFRICA

NAIROBI, November 15, 2019



*HE Uhuru Kenyatta, President, Republic of Kenya and Gbenga Oyebo, APF Board Member*



*HE Uhuru Kenyatta, President, Republic of Kenya delivering the Keynote Address*

The thematic meeting, titled “Accelerating Youth Employment in Africa” held on Friday, November 15, 2019 at Strathmore Business School, Nairobi, Kenya. The meeting which attracted approximately 160 philanthropists, social investors, business leaders, government and non-profit representatives and explored approaches to creating employment opportunities for the increasing youth population in Africa.

The meeting was opened with welcome remarks by Executive Director; APF, Mosun Layode, Dr George Njenga, Executive Dean, Strathmore Business School and Ngina Kenyatta, Director, The Kenyatta Trust. This was followed by a passionate Keynote Address delivered by His Excellency Uhuru Kenyatta, President of the Republic of Kenya who outlined avenues for collaboration across sectors to move the needle on youth engagement on the Continent.

In addition to the Keynote Address, the event was graced by a diverse line-up of speakers and High-level delegates and youth present from Kenya, Ghana, Nigeria, South Africa, Tanzania and Uganda who shared their insights and had provocative conversations about the challenges and opportunities that affect youth employment on the African continent. The one-day meeting comprised of two plenary sessions and three breakout sessions, all centered around the theme.



Mosun Layode welcoming guests to the event



Sandeep Kaushik, Chandaria Industries; Maurice Makoloo, Ford Foundation, East Africa Office; Beth Waweru, Equity Group Foundation; Nyokabi Kenyatta, The Kenyatta Trust and Nadi Albino (Moderator) Generation Unlimited



Evans Okinyi (Moderator), East Africa Philanthropy Network; Olumide Emeralds, ACT Foundation; Thato Kgatlhanye, Reithaka; Wawira Njiru, Food for Education and Grace Ngunje, Dalberg



Audrey Cheng, Moringa Schools; Daniel Hailu, Mastercard Foundation and C.S Margaret Kobia



Youth delegates with Daniel Hailu, Mastercard Foundation and Mosun Layode, APF



Gituku Ngene (Moderator), Google; Sylvia Mulinge, Safaricom; Joanitah Nalubega, Kafunfa Kreative and Dan Kuria, Jambo Mobile

In closing, APF Board member and Chairman, Aluko & Oyebode, Gbenga Oyebode, reiterated the need for collective and urgent action to scale the work that is already being done in order to create opportunities for millions of youth across Africa. He also noted the important role of philanthropists in supporting initiatives that work. By changing mindsets, engaging thought leaders and the youth, providing practical and immediately applicable takeaways and action plans, the APF Thematic Meeting challenged delegates to change the status quo and promote opportunities that enhance productive, sustainable and job-rich growth for the African youth. The event was funded by Mastercard Foundation, ACT Foundation, Safaricom, Strathmore Business School and supported by The Kenyatta Trust.



Michelle Kagari, One Acre Fund; Sarpei Kwadey, Bankyekrom; Mbula Musau, Utake Coffee; George Apaka (Moderator), Mastercard Foundation



Cross section of participants



Matt Davies, M-Changa; Ivy Mwai, Mastercard Foundation; Kathleen Bury, Mowgli and Audrey Cheng, Moringa Schools



The Band performing the National Anthem

## #APFNAIROBI IN TWEETS

A few insights from the event

As leaders, we need to empower the youth for them to effectively play their part. We must equip them with proper education and tools for them to be able to compete on the global front.

- **President Uhuru Kenyatta**

Philanthropy should listen to the voices of young people.

- **Dr. Daniel Hailu**,  
Regional Head, Eastern & Southern Africa,  
Mastercard Foundation

We need partnerships to be able to accelerate the youth employment agenda.

- **CS Margaret Kobia**,  
Cabinet Secretary for the Public Service,  
Youth and Gender Affairs

We need to invest in trust. When trust goes up, speed of business goes up and costs go down.

- **Maurice Makollo**,  
Regional Director, Ford Foundation  
Office of East Africa

Young people are willing and ready to learn and adapt to change. We need to stop designing programs for the youth, we need to start designing programs with them.

- **Mbula Musau**, CEO Utake Coffee

We need to ensure that young people are adequately prepared for the future.

- **Audrey Cheng**,  
CEO, Moringa School

The development of soft skills needs to go alongside the development of technical skills

- **Dr. Beth Waweru**,  
Associate Director, Equity Group Foundation

Accelerating youth employment in Africa will be achieved through collaborative efforts between the private sector & Philanthropy foundations

- **Olumide Emeralds**,  
Monitoring & Evaluation Officer, ACT  
Foundation.

Philanthropy seems to be an extra-curricular activity for corporate organizations. It is about time for corporate organizations to take more responsibility.

- **Gbenga Oyebo**,  
Board Member and Chairman, Aluko & Oyebo

We have to leverage public private partnership to tackle the youth unemployment challenge in Africa. We need to ensure that young people are adequately prepared for the future.

- **Dr George Njenga**,  
Executive Dean, Strathmore Business School

What we need to see is more young people getting into self - employment or direct employment in order to churn out leaders who challenge the status quo and are ready to actively create change in the world.

- **Sylvia Mulinge**,  
Chief Customer Officer, Safaricom





*Paula Fabiani, CEO, IDIS/Brazilian Philanthropy Forum with Mosun Layode, Executive Director, African Philanthropy Forum and Jane Wales, Founder, Global Philanthropy Forum*

# 2019 BRAZILIAN PHILANTHROPY FORUM

The 2019 Brazilian Philanthropy Forum (BPF) held on September 12 in San Paulo, Brazil. The theme of this year's forum was "The Power of Communities" and explored what constitutes a community and how to define it around shared values and interests.

APF Executive Director, Mosun Layode, Jane Wales, Founder, Global Philanthropy Forum and Paula Fabiani, CEO IDIS Noticias/Brazilian Philanthropy Forum led discussions on the impact of philanthropy at the event.

The Brazilian Philanthropy Forum provided an exclusive space for the African Philanthropy Forum, the Brazilian Philanthropy Forum and the Global Philanthropy Forum and members of the philanthropic community to reunite, exchange experiences and learn with peers, enriching strategic philanthropy in order to promote societal development in Brazil.



◀ Mosun Layode, ED, African Philanthropy Forum with Carlos Wizard, Brazilian Entrepreneur and Philanthropist

▶ With Jane Wales and Sir John Low, CEO Charities Aid Foundation



# GRANTMAKING IN THE #METOO ERA

***What is the role of funders in responding to abuses alleged within the organizations we support?***

---

**By Bess Rothenberg, Senior Director of Strategy and Learning, Ford Foundation**

Published on Stanford Social Innovation Review

---

When the #MeToo movement went viral in 2017, an avalanche of revelations rocked the fields that philanthropy invests in, from arts to media to politics. But within a few months, #MeToo complaints began surfacing within philanthropy itself, reminding us that no organization is immune. The allegations were disturbing: of discrimination being repeatedly ignored and of far too many examples of accusers leaving the organization while the accused kept their positions. Boards and funders received reports about serious misconduct yet had not responded. A few cases even involved forcible sexual abuse.

The scale and momentum of the #MeToo movement compelled the Ford Foundation to take a long, hard look in the mirror. What should be our role in responding to abuses of power within the organizations we support? In preventing them? Had we been doing enough?

To provide more specific advice and insight to our program staff and grantees, we developed a body of institutional-level guidance, case studies and tools that reflect a reassessment of our efforts, both in responding to cases of discrimination, harassment, and abuse, and in taking steps to prevent these cases from happening in the first place.

Throughout this process, we learned seven lessons that are crucial for the broader funding field going forward:

- 1. Be explicit and consistent about commitments to dignity and safety in the workplace.** To ensure that our grantee organizations' leadership, policies, and practices reflect the values that drive our missions, funders must be explicit from the start about our commitments to diversity, equity, and inclusion (DEI), and how we expect our partner organizations to align with these values. We should ask questions about the diversity of an organization's board and leadership, early on, and pay close and continued attention to how DEI concerns manifest in practice. On site visits, for example, we should be attentive to power dynamics, and ask: Who is included in meetings? Who talks at those meetings, and whose contributions are valued? Who has

decision-making power?

**2. Institute a clear internal process.** As part of onboarding, we should train new staff on what to look for when it comes to malfeasance, and how to respond. When we hear allegations in a grantee organization, we must ensure that the responsible program officer is aware of the situation and that they follow up, starting with notifying their director and informing legal and communications colleagues about any and all potential legal or reputational risks. What should be our role in responding to abuses of power within the organizations we support? In preventing them? Had we been doing enough?

**3. Be fully informed and establish a grantee's responsibilities.** When there are allegations of discrimination or harassment in an organization we fund, we can only support the choices an organization makes—or challenge them, if need be—if we are fully informed about the accusation and circumstances. Funders may not always have the full story. For example, when an organization's leader informed Ford that a staff member was accused of

“sexist comments,” it was not until the accuser went public with her complaint six months later that we learned it had been a clear case of sexual harassment. We would have benefitted from asking much more explicit questions from the start.

Because these issues tend to affect all staff—not just the accused and accusers—working to repair the situation means being attentive to the broader culture. This means going beyond implementing official disciplinary policies, and proactively

working to safeguard, support, and uplift those affected, putting their safety and dignity at the center of the response. Along with robust whistleblower policies, we expect to see concrete changes in leadership or in how leadership engages with staff.

**4. Understand where a funder's role begins—and where it doesn't.** Funders can help organizations think about reputational risk, but responding to incidents and ensuring due process is the organization's role. Funders should not function as investigators or as extensions of an organization's board, nor should they comment in the media or advocate directly. While we can offer financial support for hiring of external investigators



and advisers, we should not participate in the choice nor should we serve as mediators ourselves.

We can, however, help other funders understand their responsibilities, and coordinate to ensure our responses are consistent. Our peers in philanthropy are increasingly publicizing their own expectations—this fall, for example, the Open Society Foundations released a detailed guide outlining grantees' obligations in handling

allegations of discrimination, including sexual harassment. The European grantmaking network Ariadne released an in-depth report on how funders can improve their response to sexual harassment both internally and in situations with grantees.

5. **Grant funds to help right wrongs.** One of the first questions we wrestled with was whether our funding should be used to support discrimination settlements. Some staff argued that such use of funds would be the equivalent of paying for malfeasance. But we decided that our commitment to restorative justice required seeing that harmed parties be appropriately compensated, and prohibiting such payments would only increase their burden. In at least one case, an organization couldn't cover the costs of an inquiry into one of its co-founders while carrying on with its worthy program activities, so we made an additional grant to support the investigation.
6. **Convey that learning and improving are non-negotiable.** We should support organizations that are committed to learning from and righting wrongs because they recognize that such action is fundamental to their mission, not because funding hangs in the balance. With that in mind, program staff should observe how quickly and seriously an organization addresses a situation, what systems and safeguards are put in place to prevent future incidents, and what is done to establish inclusive and equitable leadership.

If a grantee's response to a complaint conflicts with our values, we need to share our concerns. If our confidence in the organization's leadership is shaken, we might decide to reach out to the organization's board. Finally, if our confidence is not restored, we must be prepared to end our funding.

7. **Imagine systemic solutions to systemic problems.** Study after study reminds us of what we already know: The policies and practices of most nonprofits have enabled the success and upward mobility of specific groups at the expense of others, and the culture at the top of many organizations has reinforced this. Remedying systemic inequities requires proactive responses: changing who makes the decisions; who is hired and promoted; what kinds of policies, practices, and values are advanced and implemented; and whose work gets funded.

Our job in philanthropy is to build change into our own institutions, and then find effective ways to support organizations as they do the same. Our support should help to diversify the fields we work in, and reward those who put DEI front and center.

### ***Miles to Go***

All organizations have room for improvement. Progress requires ongoing, intentional effort, and while Ford's own long-standing commitment to DEI has made us a leader in the field, we know we still have work to do. As #MeToo activists have suggested, for example, Ford recently prohibited nondisclosure agreements in any settlement of discrimination accusations. We will continue to listen and improve.

By fostering conditions that emphasize diversity, equity, and inclusion, funders can help ensure that there are fewer instances of abuse to begin with. This means supporting leaders who represent diverse and traditionally marginalized populations, and seeking out and rewarding organizations that have a strong track record on equity and inclusion. And it means making a powerful case for why greater diversity, and stronger and more inclusive cultures, lead not only to thriving, innovative organizational cultures but to richer and more impactful change in the world.

# COLLABORATIVE GIVING

By Rockefeller Philanthropy Advisors



No private funder alone, not even Bill Gates, has the resources and reach to move the needle on our most pressing and intractable problems.

As the landscape of philanthropy continues to expand and evolve, it's become more and more clear that the future of systemic change—using giving to find solutions that address the underlying causes of social, economic and environmental problems—requires not only larger pools of funding, but more combined willpower and expertise. If your philanthropic vision involves truly moving the needle on a big issue, it's worth exploring the possibility of bringing others along with you on the journey.

## WHY COLLABORATE?

There are a number of benefits giving collaboratively can have, both for funders and for grantees. Here are some of the reasons why you may want to consider dedicating a portion of your philanthropic dollars to collaborative giving efforts.

**LEARNING OPPORTUNITY FOR DONORS:** If you're a newer player in philanthropy, becoming part of a collaborative can provide access to wisdom and experience that will help inform your future giving strategies and practices. And even experienced donors can tap into the skillsets and expertise of their peers.

**RISK MANAGEMENT:** With access to the wisdom of other donors, a wider network of advisors and other shared resources, collaboration can mitigate the risks of striking out on your own or duplicating efforts while you may still be learning about a specific sector or cause.

**INCREASED IMPACT:** When you can pool funds for longer-term or larger gifts, you free your grantees from excessive reporting duties; you also give them the security of knowing that their big visions are supported by a more

substantial flow of capital, helping them grow their initiatives without the uncertainty of consistently applying for smaller, shorter-term funding.

### **NECESSARY PROCESSES FOR DECISION-MAKING:**

When you collaborate, the interaction with others is a catalyst for thoughtful decision-making (and without it, you're in trouble). When you're acting alone, you may be more likely to give without an overall strategy or rubric for decision-making. Working with others to define a process can help avoid this while creating the satisfaction of an integrated giving strategy that aligns with your personal values, as well as those of the group.

### **Questions and Considerations for Collaborators**

Collaboration is complex, and it usually requires more time and energy from those involved than going it alone. However, when done thoughtfully, the positive effects can exponentially outweigh the costs. Before you begin, it's important to find alignment with your potential partners on a series of questions. Before you begin discussions with possible collaborators, we recommend spending some time working through a series of individual questions related to your motivations and expectations for your personal philanthropic vision.

### **IMPACT**

#### **Why are we giving? What impact do we want to create?**

In collaborative philanthropy, the first—and most important—point of alignment is the why: why are you coming together to give? What are you trying to achieve as partners?

In traditional, project-based philanthropy, donors are happy to provide funding in order to move a specific effort ahead in a defined way. And that kind of giving is still important. However, if you want to help a grantee scale their operations, catalyze ripple effects, potentially generate exponential impact, or create a more effective allocation of funds across an

entire sector, you'll want to collaborate with others who share your goals.

### **APPROACH**

#### **How will we achieve the impact we've identified?**

Once you're aligned on your shared why, it's time to tackle the how. Because collaboration can entail such a wide range of action and effect, it's crucial to think about how you'll reach your stated goals. Will you pool your funds in order to give larger grants that require less reporting and ongoing efforts from your grantees? Will you intentionally learn from your partners in order to make the best possible grantmaking decisions? Do you want to leave a collective mark on a particular sector in order to change the game for the organizations inside it? Do you want to create a new example of how collaboration can function?

Remember that the details of your collaboration can be as unique as the people and organizations within it. Even if you're tackling different areas within a large issue, or not working directly together, you can still create collective change. Sharing knowledge, due diligence, and impact reports – both positive and negative – can help each of you become more effective and informed.

#### **What is each partner willing and expected to invest—not just in funds, but in time and effort?**

Because every collaboration is as unique as the people and organizations within it, it's worth taking the time to consider the tactical questions about how you'll support your chosen causes. How will you meet and communicate? Will each of you have the same role within your group, or will you each be responsible for different parts of the work? Do you want to be a group of hands-on donors, or will you step back and let your grantees take charge after your funds are disbursed? Beyond the money you're committing, what kinds of connections might you bring to the table? How can you leverage other resources in your networks? All of these assets – time, effort, social capital – can strengthen a collaboration, so it's important to work through expectations about how you'll bring them to bear.

## TIMELINE

### How soon do we need to see our desired results?

Depending on the “why” and the “how” you define for yourselves, the scale of your goals may be audacious—and rightfully so. Realistically, how long will it take to reach the milestones that define success? Are you all prepared to actively participate until then? And if a partner does need to step down from your partnership, how will you handle it?

Some collaborations are specifically time-bound. A group may decide to collaborate for five or ten years and then disband. This strategy may require the collaborative to focus on grants that can have a more immediate, noticeable impact or achieve a specific goal like building a school or launching a sustainable program.

## FOCUS AREA

### Why are we the right team for our shared area of focus?

In the best collaborations, each partner contributes something unique and valuable to a shared vision. What's bringing you together, and what makes you the right partners to create the change you seek?

Some philanthropic efforts find success because they're sector-specific. They pull in collaborators who truly understand the space, and are prepared to meet its particular challenges.

Recall the story of the END Fund, which brings together global stakeholders across industries in order to tackle the thorny problem of neglected tropical diseases: the key to this initiative's success comes from a deep knowledge of the interplay between different actors and conditions in the field.

By the same token, some of the strongest collaborations happen through shared geography. Funders share a deep knowledge of the issues that affect the places where they live and work, and their efforts benefit from that experience.

## NECESSITY

### Do we need to collaborate in order to reach our goals?

Once you've talked through the questions above, it's a good idea to check in and make sure that collaboration is the best way forward. As we've discussed, working together has its pluses and minuses. Meera Mani of the Packard Foundation puts it well: “Collaboration is a priority, but we need to be selective about why and when it has impact. Sometimes, there is strength in numbers, but there are also times when it is better to be on your own . . . You can take risks [acting alone] you cannot always take as a collective.”

# WORLD ECONOMIC FORUM SIDELINE EVENTS

## - BUILDING A PROSPERITY INDEX FOR AFRICA



*Tsitsi Masiyiwa, APF Board Chair; Judy Dlamini, Executive Chairman, Mbekani Group; Ellen Alger, CEO, END Fund and Swithin Munyantwali, APF Board Member*



*Swithin Munyantwali, Mosun Layode, Stephen Brien, Legatum Institute, Tsitsi Masiyiwa and Bernard Chidzero, Agis Investments*



*Tsitsi Masiyiwa delivering the Address at the Breakfast Session*

During the World Economic Forum Africa in Cape Town between September 4-5, APF and Legatum Institute co-facilitated a workshop for key social development experts to examine the drivers of economic and social wellbeing for accelerating the pathways to prosperity in Africa and also hosted a private breakfast to explore findings from the Legatum Institute's Africa Prosperity Index.

During the course of these events, we drew on the knowledge and expertise of those present to help us understand the reality of the lived experiences of African people, right across the continent. The information and experiences shared have been, and will continue to be used to inform our work and understanding of how giving can be used to foster prosperity in Africa. The meetings were supported by the END Fund.



## UPCOMING EVENTS



# 2020 African Philanthropy Forum Conference

October 29 - 30, 2020

 Nairobi, Kenya

# GIVE THE GIFT OF PHILANTHROPY

## Give a Different type of Gift this Holiday

In the last month of the year, we are often both festive and reflective. We all often look back reflecting on all the learning opportunities we have had, the lessons learnt, the changes and progress we have made, we make a commitment to be better in the next year and achieve even more than we previously did and we also worry about what presents we should gift ourselves, families, friends and staff members/colleagues.

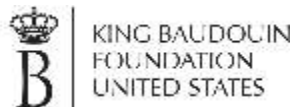
But this year let's do things differently. Give yourself, your family, organization or friend an APF Membership this season.

African Philanthropy Forum members, their Boards and staff benefit from a year-long access to programs, conversations, research and information to enhance the effectiveness of your philanthropic initiatives and help build a dynamic homegrown philanthropic community in Africa

## MEMBERSHIP CATEGORIES

<p><b>Associate Members</b> Emerging philanthropists, community foundations, SMEs</p>	<p><b>\$2,000 per annum</b></p> <ul style="list-style-type: none"> <li>• Access to regular research, publications and resources on philanthropy</li> <li>• Access to information on opportunities in the philanthropic sector</li> <li>• Access to open APF events all year round</li> <li>• Access to the local and global APF network</li> <li>• Opportunities to join thematic groups to discuss and tackle pressing issues</li> <li>• 15% discounted fees for APF Conference</li> <li>• Priority registration at APF events</li> <li>• Spotlight in newsletters and on the website</li> <li>• Company logo and recognition on the website</li> <li>• Access to the Global Philanthropy Forum</li> </ul>
<p><b>Full Members</b>  Grant making individuals, private and family foundations</p>	<p><b>\$5,000 per annum</b></p> <p>In addition to Associate Member benefits:</p> <ul style="list-style-type: none"> <li>• Access to exclusive roundtable discussions</li> <li>• Participation in thematic meetings</li> <li>• Opportunities to connect with donors with shared interests and explore co-funding</li> <li>• Interview on APF Podcast</li> <li>• Trainings and webinars for staff</li> <li>• 35% discounted fees for APF conference</li> </ul>
<p><b>Corporate Members</b>  Foundations established by corporate organizations and corporate organizations with CSR initiatives</p>	<p><b>\$10,000</b></p> <ul style="list-style-type: none"> <li>• In addition to Full Member benefits:</li> <li>• Continental and global visibility</li> <li>• Bespoke trainings and webinars for staff</li> <li>• 10% of membership fee will be contributed to a resource pool to support a cause in alignment with organizational values</li> <li>• 50% discounted fees for APF Conference</li> </ul>
<p><b>Supporting Members</b>  Individuals, private, family and corporate foundations supporting APF's vision</p>	<p><b>\$20,000</b></p> <p>In addition to all the benefits above:</p> <ul style="list-style-type: none"> <li>• Invitation to join APF steering committees as appropriate</li> <li>• Invitation to private receptions and dinners with thought leaders</li> <li>• Closed interaction with Board members</li> <li>• Opportunity to host a side event at the APF Conference</li> <li>• Opportunity to co-develop content and advance their thought leadership expertise on the APF stage</li> </ul>

# THANK YOU





### **CONTACT INFORMATION**

14 Chris Maduike Drive,  
Lekki Phase 1 | Lagos, Nigeria  
Anslow Office Park, 8 Anslow  
Crescent, Bryanston, 2021  
Johannesburg, South Africa  
Cell: +234 (0) 8037291889  
Email: [apf@africanpf.org](mailto:apf@africanpf.org)

 @apforg  apforg