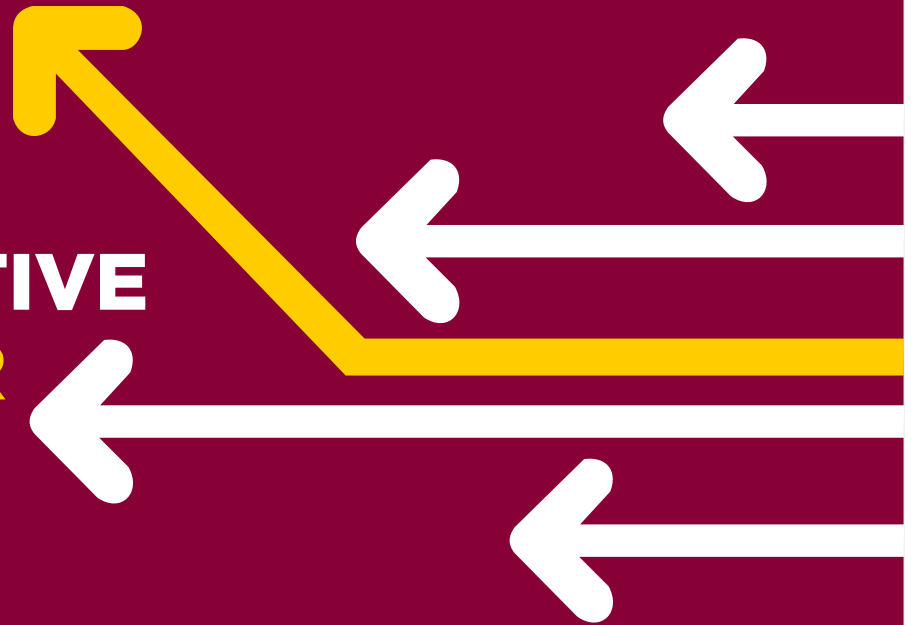


APF QUARTERLY

AFRICAN PHILANTHROPY FORUM NEWSLETTER

APRIL 2021

CHANGING THE NARRATIVE ONE SECTOR AT A TIME



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About

AFRICAN PHILANTHROPY FORUM

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. APF has also invested in the development of two volumes of the Toolkit for African Philanthropists and the "Why Give" Series, which consist of interviews with Africa's strategic philanthropic leaders to showcase their motivations for giving.

Since inception, APF has reached over 2,500 philanthropists, social investors and key stakeholders in the philanthropic space across Africa and the world. Through APF's high impact convening 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

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)

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ACTIVITIES HIGHLIGHT

SUPPORTING VULNERABLE HOUSEHOLDS IN SOUTH SUDAN

While the start of a new decade typically brings hope, we quickly saw in Africa and the world at large the disruption brought about by the 2020 pandemic to our daily lives. In addition to a near standstill in 2020, and confronted by compounding crises: a public health and an economic crisis, we in Africa were forced to grapple with the effects of persistent issues such as a looming food security crisis, uptick in poverty levels, the devastating effects of climate change, and failed infrastructures.

It is against this backdrop that African Philanthropy Forum (APF) made the decision of dedicating Day 2 of its 2020 Conference to discussing strategies for increased food security on the Continent as well as leveraging the Conference to launch a fundraiser in support of an initiative on the frontlines of driving food production in Africa.

In commitment to this, some of proceeds from the conference Food Security Go Fund Me Campaign went to funding South Sudan Grassroots Initiative for Development (SSGID), a non-profit making organization founded in South Sudan in 2013 by a group of youths.

Its aim is to respond to the social, economic, health and illiteracy challenges facing the post-independent South Sudan and is guided by six core values: equity, integrity,

transparency and accountability, respect and teamwork, which have placed it to be among the outstanding national organizations in South Sudan.

With declining agricultural stocks and high food prices, weakened productivity due to climate change, continuous use of techniques that adversely affect soil fertility and water, poorly rewarded farmers and more recently the negative impact of the COVID-19 pandemic, it is clear that Africa is in a precarious food security situation.

SSGID operates in five States of South Sudan namely: Central Equatorial, Western Bahr El Ghazal, Northern Bahr El Ghazal, Lakes State as well as Warrap State with a primary focus of improving outcomes in the following humanitarian areas: food security and livelihoods improvements, rapid emergency needs assessment, agriculture, education, health and nutrition, protection and peace building, among others.



The achievement has been significant

It is easy to fall prey to pessimism, or the sense that we individually or as a collective can't make a difference. But helplessness is corrosive to hope and hope plus work is what is required amid disruptions such as this.

From November 2020 to February 2021, with the support from APF, SSGID implemented a dry season project in Kuac South Payam, Gogrial West County, Warrap State as an emergency livelihood support to 850 households (a total of about 9,350 vulnerable individuals, where each household has averagely 11 people). Beneficiary households were categorized into two namely: (1) those headed by females either as widows or single mothers and (2) those with both husband and wife or wives but are vulnerable due to factors such as conflict-induced displacement.

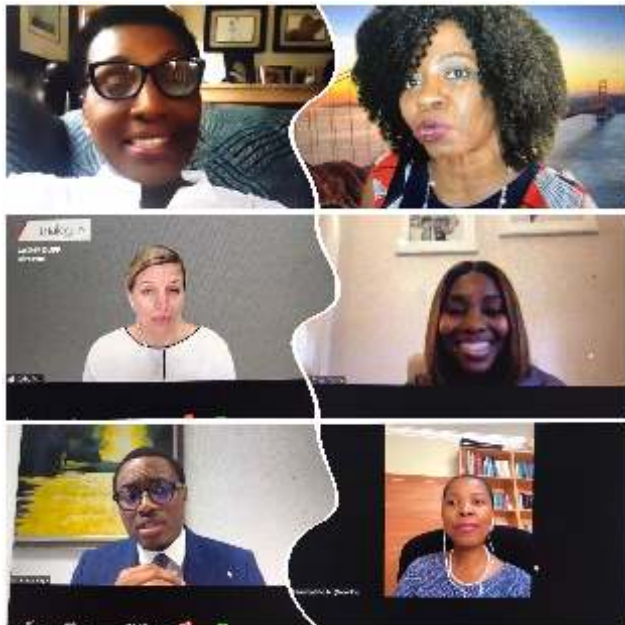
Some activities of the dry season project included:

- Provision of dry season vegetable seeds
- Demonstration of small-scale farm layouts: to enable the beneficiaries make the most from small pieces of land

- Training farmer in dry season due to the dryness and heat in South Sudan
- Providing fishing kits: hooks, monofilaments, twines, watering cans

SGID believes that food shortage and insecurity in South Sudan could be completely overcome by moving beyond dependency on humanitarian food supplies towards sustainable and improved agriculture practices. With this objective, they are working with local communities to provide them with the tools and resources to build a sustainable future.

Now what is even clearer is that while we are proud to share achievements in this area, we must understand that through philanthropy and collaboration we are enabled to do more and should do more.



APF Webinar Series

DEEP DIVE INTO CORPORATE PHILANTHROPY

What role can corporate philanthropy play in light of the critical issues around the globe? Corporations have tremendous potential to heal or to harm, how do we engage the full spectrum of our corporations assets to ensure the results are positive—or both the business and the communities they serve?

These questions—and many like them—are the questions of our time and served as the backdrop of the theme of our first webinar of the

year which held on February 25, themed **Business and Society How Corporate Philanthropy Can Change the Narrative.**

This webinar explored how properly tailored corporate philanthropy can improve and save lives across a wide spectrum. Our speakers also help you identify your place along the spectrum of corporate philanthropy and guide your path forward and discuss how NGOs can better position to receive support from corporate philanthropy.

This topic couldn't be timelier, coming as the world documents learning and the impacts of collaboration in the past year.

It was an intriguing conversation graced by seasoned professionals from the corporate philanthropy sphere across the African continent.

Moky Makura—Executive Director, Africa No Filter, moderated the session. The speakers at the session were **Cathy Duff**—Director, **Dialogueoxolo Hlongwane**—Head of Philanthropy, Nedbank Private Wealth **Simi Nwogugu**—CEO, Junior Achievement Africa and **Otega Ogra**—Group Head, Brands & Corporate Communications, BUA Group.

During the session, speakers weighed in on these two key topics:

- How African Corporates can step up to be more involved in strategic philanthropy
- Working with Corporate Philanthropy

How African Corporates can step up to be more involved in strategic philanthropy

Corporate organizations are recommended to reflect and consider which model for philanthropy as value-added investment in society is appropriate and what that means for

each company. As O'tega Ogra said, there has been a radical shift from image philanthropy to collaborative philanthropy.

To increase the impact of their philanthropy activities, corporate philanthropy leaders need to build strong bridges internally and align their giving priorities with broader corporate strategy. In speaking about the changing role, Cathy Duff added there has been an increase in corporate social responsibility until date meaning companies now realize its importance, especially because of the pandemic. Going beyond making donations, companies are now applying their skills, tools, as well as the competencies to solve social problems on the continent.



African philanthropists are using the power of collaboration to increase the impact of giving by increasing their network of diverse givers.

For corporate philanthropists to remain relevant in actual problem solving, they must understand the several assets that companies can leverage to create social impact and that financial resources is just one of them. Others include a

company's business, human, reputational, and relational assets, which can include skills-based employee volunteering, and in-kind donations.

Working with Corporate Philanthropy

Companies need to be selective about the issues and causes that they support and NGOs interested in working with such philanthropies need to ensure they are aligned to the work being done by corporate philanthropies.

To elaborate on this, Simi Nwogugu shared that corporates are more inclined to give money to NGOs who speak their language in terms of audited financial settlements, a trustworthy board, as well as structures. Local NGOs need to

spend time in building their board, governance structure and accountability systems in a way both local and international funders feel comfortable giving.

Corporate giving is often motivated by a combination of altruism and self-interest and the trend in wealth transfer is also something to note. As Noxolo Hlongwane discussed, the shift in the profile of philanthropists, has moved from elderly male figures to the younger generation due to transfer of wealth from inheritance. Joining these young individuals are those generating wealth through entrepreneurship and innovation. Their focus is on linking both business and philanthropy, this explains the rise in social entrepreneurs aiming to solve social issues.

Therefore, as Simi Nwogugu noted, local NGOs poised to solve African challenges must always think beyond saying yes, we are African so we can solve it but must also show ways in which we are more than capable of executing the project.

In conclusion, moderator Moky Makura, noted - individually, we feel overwhelmed to change the course of things but together as we all collectively engage in the task of strategic and catalytic giving, we will advance the dialogue and define the opportunity in ways that seemed distant a couple of years ago and see even more innovative and systems-changing impact as a result of this work. Governments struggle under the impact of globalization and financial austerity, society now looks to business to take much greater responsibility in finding solutions to our immense challenges. This is a new role, one that many businesses are just beginning to learn to manage.

Governance and Development:

A Conversation with Mo Ibrahim



Mo Ibrahim, Founder and Chair of the Mo Ibrahim Foundation shared with **Matthew Bishop** author, and former business editor at The Economist at the March 9, Chandler Foundation and Africa Philanthropy Forum intimate session themed: *Wake-Up Call for All: Putting Governance at the Center of Development*. In this conversation, Dr. Ibrahim touched on the importance of country data, the toughness of Africa, the ability of any African country to move quickly to adapt precautions at the onset of the pandemic, and the important role that philanthropy can play to nudge governments into improved action and outcomes.

The intimate conversation explored the role of governance in two major areas - the issue of vaccine distribution and economical debts. There is no denying the important role governance and leadership play in improving the life of African citizens. These key elements are at the heart of any action or direction and need to shape the African Continent to a place we are proud to call home, he said.

On this topic he added that *“we need to remember that governance is measurable and we can learn from one and other to improve and help ourselves”*.

“The uncertainty created from the COVID-19 pandemic helped raise questions everywhere about governance and the importance of international collaboration. It is important to remember that the pandemic does not have a passport or barrier of entry. The only way we can win is when we defeat it everywhere.”

The meeting also discussed the role philanthropists play in supporting good governance, as well as identifying them as contributors who can revive the Continent. He identified many aspects in philanthropy that can contribute to improving the governance on the Continent also applauding some of the African leaders who took the issues of the pandemic seriously and executed results in a decisive manner. He noted that this has created an opportunity to reflect on the lessons learnt and put into action the lessons by building back better. Unlike other continents, he mentioned that it is very difficult to practice social distancing in Africa, seeing as people need to earn a living daily. This he said is where the need for good governance comes into play. We need to learn to work together across all sectors to strengthen our governance. We need to work together to get that multiplier effect to enable change. We need to change to work together.

In closing, beyond funding, Dr Ibrahim argued that philanthropists have the power to create nudges for the government and highlight loopholes to change policies, which in turn change policies and leadership, but at the end only government can make the actual decision to change these policies. Therefore, there is a need for strong collaboration and trust between both.

A few of the participants present include Tim Hanstad, Chief Executive Officer, Chandler Foundation, Robyn Calder Harawi, Executive Director, Board Member, ELMA philanthropies, Mohammed Dewji, Founder, Mo Deji Foundation, Tsitsi Masiyiwa, Executive Chair and Co-Founder, Higherlife Foundation, Mosun Layode, Executive Director, African Philanthropy Forum, as well as Donald Gips, CEO, Skoll Foundation.

2021 VIRTUAL SKOLL WORLD FORUM

Mosun Layode spoke at the 2021 Virtual Skoll World Forum on the topic **Future of Philanthropy: Transformational Impact**. This three-day event was specially designed to encourage individuals, organizations, institutions as well as the governing bodies to take a stand in improving social progress.

The conference theme **“Losing the Distance”** explored the direct link between the world’s resilient challenges and the innovative solutions determined to create a promising future for all. It examined local and global divides as well as ways to close the distance between the world’s toughest challenges and the innovative solutions that aim to build a better future for all—and became closer with each other along the way.

Alongside Mosun Layode, other speakers on the panel included Ari Johnson (Muso), Don Chen (Surdna Foundation), Jennifer Ching (North Star Fund), Naina Batra (AVPN), as well as Tim Hanstad (Chandler Foundation) who moderated the discussion. Leveraging the lens of equity and racial justice the panel examined how to support systemic impact, drawing lessons from funders and NGOs.

Some key takeaways from the session include:

Meaningful social changes are not achieved by quick fixes. We must be willing to take the time necessary to understand the problem and have the readiness to stay the course long enough to mitigate and resolve it.

–**Mosun Layode** Executive Director, African Philanthropy Forum

To understand the future of philanthropy we must first understand its history and role of philanthropy as the protector of the status quo within global economic systems. This will lead us to asking more questions of our governing bodies

–**Jennifer Ching** Executive Director, The North Star Fund

Giving unrestricted funding to your beneficiaries gives them the power to be brave, it allows them the power to bring about the catalytic changes we need

–**Naina Batra** CEO, AVPN

The future of philanthropy is to provide funding to those who are closest to the problem because they have a powerful sense of what the solutions should be and foundations need to listen to those on the frontline of social change and sharing of decision making power and control to invite community members to the decision making table so we can provide funding support more collaboratively.

–**Don Chen** President, Surdna Foundation

To examine the issue of systemic impact, it is vital to explore the way funders interact with their grantee partners ensuring a collaborative, adaptive as well as flexible approach is adopted. A clear equity and racial lens needs to be explored to identify loopholes in the overall structure of the funding system. We begin by moving in with those we serve and becoming neighbors to our community partners

–**Ari Johnson** CEO Muso

We must move from Band Aids to blueprints and establish long term collaborations with governments, business and NGOs. For it is only by doing so, that we can build systems that expand opportunity, build trust and provide tailwinds for all.

–**Tim Hanstad** CEO Chandler Foundation

Panelists through their individual and collective contributions posited that we must shift mindsets and mental models, actively collaborate on strategies and address root causes and underlying structures for long term change. In order to solve root causes and make transformational impact it is vital to change already existing practices, mindset, and most importantly power dynamics. Power dynamics between the grant makers and grantees contributes to the structural barriers that exist. To fix this we need to deepen our knowledge by giving the people who are impacted with the most injustice the power to use their voices.



UNRAVELING THE CONNECTION BETWEEN ISLAM AND PHILANTHROPY

APF held a webinar themed Islam and Philanthropy on April 29. It was just in time for the holy month of Ramadan and aimed to highlight the practice of philanthropy by Muslims as well as identify best practices to actively reduce the burden of social issues in our society.

The panel was moderated by Zahra Zakariya Abdulkareem, Founder & Chief Cultivator, The Umm Fariha Network and the speakers were Dr. Marwa El Daly, Founder & Chairperson, Waqfeyat al Maadi Community and Mr. Khalfan Abdallah, Managing Partner, ABRAR Consult. The conversation started with the moderator, Zahra Zakariya Abdulkareem asking the speakers pertinent questions and challenging them to give deeper insight into key issues such as:

How is the Concept of Philanthropy Embedded in Islamic Faith?

Many Muslims abide by the third pillar of the faith, Zakat, which means purity in Arabic. The act of giving Zakat alms is a means of purifying one's wealth and Muslims are obligated to give Zakat if they have accumulated wealth equivalent to 3oz of gold throughout the year. To expand on this, Marwa El Daly discussed the pillars of Islam. Out of the five pillars of Islam, Zakat is the third pillar instructed by God for all Muslims. The two types of Zakat include Zakat Al- Mal and Zakat Al-Fitr. Zakat Al- Mal this focuses on wealth and possessions while Zakat Al-Fitr is compulsory for all Muslims, it is paid before the last days of Ramadan. She argued that "Everybody is a philanthropist, it is not about the money you give. Your giving should focus on the quality not the quantity."

Maximizing Impact and Change

It is argued that there is a need to help Muslims streamline their Zakat. Using figures and research, Dr Mawa El Daly said 41% of the African population are Muslims, which contributes almost one trillion dollars annually generated by

Zakat, the largest form of wealth transfer in the world. To make better use of charitable giving we need to deepen our knowledge to build a system that gives enrichment by giving, machinery and tools to fund social enterprises. She noted that the focus needs to shift from charity to development, Zakat money should target the root causes of the problem and not only the symptoms.

Strategic Giving and Measurable Impact

Khalfan Abdallah shared examples of achieving this, including focusing on issues such as education, poverty alleviation, as well as building medical centers. He noted that while there has been a deliberate focus on health facilities due to the pandemic compared to previous years, we need to now build measures that allow us gauge the impact of what we have been doing around the health sector, education sector, as well as poverty alleviation sector and also to report what we have been doing to increase partnerships.

In conclusion, moderator Zahra Zakariya Abdulkareem noted that it is important we ensure our giving is intentional and empowers people, instead of using it as a means to degrade or make people reliant on us.

41% of the African population are Muslims, which contributes almost one trillion dollars annually generated by Zakat, the largest form of wealth transfer in the world

The news in December 2020 was filled with hopeful stories about the arrival of safe and effective COVID-19 vaccines. Yet the end of the pandemic remains a significant distance away. As of today, no group or institution—or corporation, business consortium, government entity, or international agency—can single-handedly design and implement a system to provide the vaccine to all seven billion people on Earth. In the United States, the lack of planning for vaccine delivery may be even more stark: While the United States is mounting the largest vaccination development effort in history, there is a serious lack of strategy for building trust and for distributing the vaccine, especially to the most-marginalized and highest-risk

populations. Meanwhile, enormous problems driven by the ongoing spread of the virus—including shortages of vital medical equipment, overwhelmed hospital emergency rooms, and the massive human suffering resulting from shut down businesses and schools—continue to fester.

When we face a problem this big and this complicated, people and organizations must work together to diagnose it, then design, plan, implement, and coordinate disparate activities across every social and economic sector to solve it. In other words, we need to build coalitions that can create systems-level change.

Traditional Systems Can't Fix Themselves

The pandemic has helped make the inadequacy of many existing systems obvious. We now see:

- How easily regimes uninterested in transparency can stymie international systems for monitoring and sharing data about global health threats
- How quickly a fast-moving infection can overwhelm health-care systems in supposedly advanced societies
- How relying on global supply chains organized on a just-in-time basis for essential health-care equipment

ORCHESTRATING SYSTEMS -LEVEL CHANGE IN THE BATTLE AGAINST COVID-19

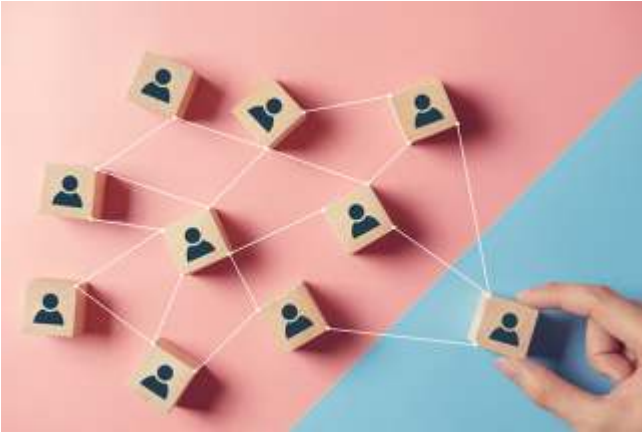
- Jeff Walker and English Sall

can leave entire countries vulnerable

- How poorly the United States in particular supports and protects the health care system and essential workers it depends on in times of emergency
- How safety nets intended to provide the minimum underpinning for crucial social determinants of health—food, housing, and jobs—are deeply fragile and flawed
- How marginalized populations—people of color, the poor, the elderly, the disabled, and the isolated—are particularly vulnerable when a crisis wreaks havoc on our social and economic structures

Our traditional systems have enabled the spread of COVID-19 and interfered with our ability to address it. But those systems can't fix themselves, and no organization or person has the capacity or skills to design and put in place a new, top-down system that solves these numerous, complex, and interconnected failures. And while each of the institutions involved in these failures needs its own reform program, we can't put the COVID-19 challenge on hold until that happens.

Instead, we need to take a systems-level approach that engages "top-around" coordinators, or "Orchestrators"—individuals or organizations that foster timely, effective cross-sector partnerships and activate new allies to produce outcomes existing institutions can't achieve. In the words of MIT lecturer Peter Senge these kinds of systems-shaping leaders have the ability to see the larger system [which] enables collaborating organizations to jointly develop solutions not evident to any of them individually rather than telling people what to do, orchestrators build consensus, identify opportunities for



collaboration, share best practices, and measure progress they typically have very little formal power but can unify others around a common agenda.

Cross-Sector Partnerships for Systems-Level Change though solving a problem like the COVID-19 pandemic is far from simple, some pioneering, systems-level projects in other fields have shown the way. For example, the nonprofit Malaria No More is orchestrating a systems-level initiative to tackle the worldwide challenge of combatting the disease. This is a multipronged effort supported by community Solutions has sharply reduced homelessness in more than 80 US cities and communities, the McConnell Foundation is leading an effort to slash poverty in Canada and a collection of partners that includes the PEW Foundation is addressing environmental damage to the world's oceans.

As with the problems these initiatives are facing dealing with COVID-19 requires an unusual degree of cooperation, information-sharing, joint decision-making, and systemic reform across sectors, mostly reliant on voluntary partnership rather than formal or legal authority. There is no pandemic czar with the absolute power to dictate a response. With this in mind, several initiatives targeting the pandemic are taking a systems-level, multi-player approach, and are already proving more effective than individual efforts of traditional health-care leaders like the Centers for Disease Control.

The US-based example is the National Governors Association's pandemic response program, which both of us support as funders. This bipartisan network of governors and their staff is

working on concrete, coordinated solutions to immediate problems created by COVID-19, as well as building capacity for long-term pandemic response efforts. For example, the NGA team—together with a crisis-response unit of the Defense Department called the Joint Task Force several health-care nonprofits, and a group of analysts and sourcing professionals developing systems for coordinating the purchase and distribution of essential supplies like ventilators and personal protective equipment. The NGA team is also creating new public-private partnerships to expand testing capacities, intensifying cooperation with NGOs that have expertise and experience in activities like contact tracing, and teaming up with the private sector to develop and implement plans for safely reopening sectors of the economy. As orchestrator of the effort, GA Center for Best Practices Director Timothy Blute helps ensure that partners communicate and share best practices, in part by presiding over weekly coordinating sessions between governors and their staffs.

Some organizations are orchestrating more targeted collaborative efforts that still embrace systems-level principles. For example, the nonprofit United States of Care helps provide federal and state officials with immediate access to scientific experts, current research, policy recommendations, and best practices for combating the virus. This has created tools for policy makers, including a COVID-19 data dashboard that uses sophisticated modeling techniques to quickly identify where spikes in infections are occurring. In addition, the association of State and Territorial Health Officials has developed resources such as a four-part training program for the thousands of contact tracers now needed to control the spread of the virus. National Association of County and City Health Officials has created a dedicated COVID-19 Virtual Community where local health officials can share questions, data, information, and resources that can help communities combat the disease. In each of these cases, an organization rooted in a specific sector, such as a government agency or a nonprofit group, is coordinating information, ideas, and activities with other organizations in different sectors, helping produce results no single group could hope to achieve alone.

The seriousness and complexity of the COVID crisis, along with the failure of the federal government to play a strong coordinating role, have prompted organizations like the ones

we're described to apply a variety of systems-level change principles. These can be helpful across a range of complex problems, and they include:

- Start the initiative by convening organizations and individual leaders from every sector (government, nonprofits, business, academia, and philanthropy), sharing notes on what each participant is doing and what others are doing, and honestly assessing what's working and what's not.
- Identify effective solutions but don't fall in love with any one program. Serving varying populations, geographies, and time frames, and supporting experiments to quickly identify and distribute solutions, requires many tools.
- Communicate, communicate, communicate! Once the initiative launches, set up weekly conference calls, and circulate frequent summaries of innovations, ideas, and needs. Share new developments involving partners and others active in the field in a timely way so that every participant can shift strategies as needed.
- Don't worry about who gets the credit or who others view as "in charge." Systems-level initiatives work best when leadership is widely distributed and when everyone with a good idea gets an equal chance to contribute.

Activating Neglected Resources for Systems-Level Change in addition to actively fostering cross-sector collaboration, orchestrators of systems-level change need to seek out people or groups who have the skills, background, knowledge, and willingness to fill urgent needs, but who have been stymied by systemic inertia, cultural differences, or economic inequities. Finding ways to draw in these neglected players and provide them with the resources they need—and, equally important, the systemic permission—to make their vital contributions. Thus, one of the central roles systems-change orchestrators play is to break down the organizational and sector-based barriers that often prevent groups from working together productively, by providing the

space and language for diverse contributions.

Community health workers (CHWs), for example, have long been overlooked and under-resourced members of the US health-care system. At the onset of the pandemic, even as most state-run contact tracing programs were proving ineffective, they received just a tiny fraction of the federal relief funds flowing to the states, despite being especially well-positioned (by virtue of their deep community roots as locally based family caregivers) to manage the contract tracing tasks that can dramatically slow the spread of the virus.

In response, some 15 organizations (including ours) came together to form the community-Based Workforce Alliance (CBWA) with the aim of integrating trusted CHWs into pandemic response efforts such as contact tracing, testing coordination, and planning for vaccine rollout. In fall 2020, through engagement with policy makers and public health officials, the CBWA started discussions about how CHWs could build trust and overcome latent vaccine hesitancy in the communities most vulnerable to the COVID-19. One specific outcome was a broadly endorsed joint Statement On Ensuring Racial Equity In The Development And Distribution Of A COVID-19 Vaccine Another was a forthcoming, web-based platform to channel vaccine-related information to community-based organizations and local health departments serving vulnerable populations.

Meanwhile, the Community Health Impact Coalition (CHIC)—another partnership we helped found and support, and which CHIC Co-founder and Executive Director Madeleine Ballard orchestrates—lays a similar supporting role in activating neglected community-health resources. It represents a new kind of organizational model, shaped by systems thinking, in which CHIC gathers and shares knowledge, and supports NGOs in coordinating their efforts and scaling innovations at the country- and continent-wide levels. The organization is currently coordinating a wide array of efforts to combat the COVID-19 pandemic, including channeling philanthropic funds to CHW programs to help them manage overwhelming demand, and unify and strengthen their collective voice.

We need governments at all levels, foundations, universities, and other funding organizations to help identify, train, and support groups and individuals whose mission is to orchestrate the systems-level changes necessary to ensure health and resilience for their communities.

Groups like these are helping community health workers gain recognition, and integrating their efforts into the reform and strengthening of health care services. They also illustrate two additional, systems-level change principles:

- When efforts to solve a complex problem are foundering, look for underutilized resources that might help produce a breakthrough.
- Create or deploy small orchestrating organizations to bring groups together, then share goals, ideas, problems, and solutions to create a common vision.

In addition to the initiatives above, two major projects focused on vaccine development and distribution deserve mention. One is Operation Warp Speed a \$10 billion program that brought together hundreds of individuals and dozens of agencies, most of them housed in either the Department of Defense or the Department of Health and Human Services, to expedite the delivery of a COVID-19 vaccine to hundreds of millions of Americans. The other is the World Health Organization COVID Response project, led by Sir Andrew Witty, former CEO of pharma giant GlaxoSmithKline. This project includes an array of global health-care industry organizations, heads of state from a dozen countries, and nonprofits like the Bill & Melinda Gates Foundation. Its goal is to forge an effective partnership that will ensure equitable global access to the vaccine.

These two ambitious projects are further examples of the kind of systems-level change efforts COVID-19 demands. When systemic problem go unsolved because potentially powerful resources suffer from lack recognition, inadequate funding, poor coordination of effort, needless competition among rival groups, or other problems, leadership by systems-level change orchestrators can help.

Beyond the Pandemic: Sustaining New Systems

Systems-level change is about more than standing up temporary networks or systems that will shut down when an emergency passes. It's about creating improved social, economic, political, and technical systems, processes, and networks of connections that are truly integrated into the broader societal framework and capable of outlasting particular short-term issues. We need governments at all levels, foundations, universities, and other funding organizations to help identify, train, and support groups and individuals whose mission is to orchestrate the systems-level changes necessary to ensure health and resilience for their communities. Embedding these orchestrators in organizations that can coordinate change and recruiting funders to provide the modest sums needed to support them are important first steps. Only through initiatives like these can we successfully conquer the COVID-19 pandemic, as well as the unknown crises that tomorrow will surely bring.



COVID-19 LESSONS CAN TRANSFORM THE EFFECTIVENESS OF CORPORATE PHILANTHROPY IN AFRICA

By Noxolo Hlongwane, Head of Philanthropy, Nedbank Private Wealth

This article was written for African Philanthropy Forum

It has long been accepted that Africa is in dire need of a paradigm shift, or a systems reset, in order to equip and enable its people to address the long-standing challenges she continues to face. Covid-19 was a stark reminder of this reset imperative and, despite the many social, health and economic difficulties the pandemic created, it also raised awareness of the potential that exists across Africa for impactful, transformative intervention, delivered through a shared purpose and a unified vision of a better tomorrow for all.

Corporate philanthropy has a vital role to play in delivering this African transformation. The pandemic has heightened awareness of the interconnectedness between all citizens, whether individuals, communities, businesses or corporations. As we come to better recognise and understand this interconnectedness, the important role that businesses must play in supporting the societies in which they operate, and on which they depend, is becoming increasingly clear. As is the simple truth that effective and transformative social investment cannot be achieved if corporate philanthropy continues to be seen as secondary to other business activities.

Corporate social investment needs to become integral to business and forms one of the strategic pillars on which its sustainable success is achieved. Only by making such a core shift to strategically integrated corporate philanthropy, will organisations in Africa begin to achieve the scale and momentum that is needed for their social sport efforts to become truly impactful.

Of course, there are challenges that need to be overcome before this required momentum and scale are achieved. It will almost certainly take a number of years for most businesses in Africa to fully recover to their pre-Covid-19 levels of operational effectiveness and profitability. The global economic crisis that came on the back of the pandemic impacted markedly on the already fragile economies of most African countries. From a corporate philanthropy perspective this means that there will now be less money available to businesses to use to provide the support needed by people and communities. Unfortunately, the need for such support has increased exponentially over the past year, creating an obvious social support supply and demand gap across much of the continent.

The pandemic has shown us that the historical corporate social responsibility (CSR) model is no longer effective in Africa, nor is it at all sustainable. What is needed, then, is an even more rapid transition to a corporate social investment (CSI) approach –one characterised by closer partnerships, being less focused on quantifying the value of the support provided, and more involved in the sustainable positive impact that such investment delivers.

Interestingly, the pandemic appears to have been the springboard that African businesses have needed to catapult them into this new way of approaching the social support they provide. We have seen significantly more collaboration between businesses, even across stores and industries, that has amplified, and in many cases compounded, the positive

impact delivered by these organisations. Such collaboration is crucial to the sustainability of impactful corporate philanthropy, particularly in an environment where funding is constrained, as is likely to be the case in Africa for a number of years to come. Working together in this way allows businesses of all sizes –even SMMEs –to make a meaningful contribution. It also enhances efficiencies, creates economies of scale and has the potential to greatly amplify the return achieved on social investment in the form of greater reach and deeper, more permanent community impacts.

Importantly these collaboration commitments need to extend to the social partners that companies support. The past year highlighted just how vulnerable many social upliftment organisations and non-profits really are, and businesses need to be more deliberate in their efforts to invest not only in supporting the beneficiaries of these organisations, but also into building their own internal resilience and capacity. In turn, Africa's social sector organisations also need to be more strategic in the partnerships they enter into. Rather than just seeking out short-term financial support, they need to build relationships with donor organisations that align with their vision, and that are willing to invest in their sustainability, whether financially or through the sharing of skills.

Another interesting lesson to come out of the pandemic has been the need for businesses to ensure that their CSI budgets include

greater amounts of discretionary funding, or emergency savings accounts, if you will. Covid-19 arrived in Africa at a time when most companies had already allocated, or spent, most of their CSI budget allocations for 2020. To provide the support that was needed by communities, these companies had to either reconfigure their budgets or make additional discretionary funding available. Hopefully, this has created awareness in most

organisations of the importance and value of building such discretionary funding into their CSI budgets, not only for global emergencies like a pandemic, but simply to ensure that their CSI and corporate philanthropy areas have the financial flexibility they need to quickly allocate resources as unexpected societal needs arise.

Ultimately, Covid-19 has reminded us that we live and work in a very different world, and these changes are intensified on a continent like Africa, which already faced massive challenges in terms of poverty, hunger, unemployment and health before the pandemic reached its shores.

While governments have a vital role to play in terms of addressing these challenges, businesses must also shoulder a large portion of the responsibility –and the only way they will be effective in delivering

on this responsibility is by transforming the way they approach social support, and committing to work together to ensure a rising African economic tide that will ultimately lift all boats.

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APF'S NEW MEMBERS

ALLAN & GILL GRAY PHILANTHROPY

Formally established in 2019, Allan & Gill Gray Philanthropy Africa (AGGPA) represents the Africa philanthropic interests of the Allan & Gill Gray Philanthropy. Founded by South African businessman, Allan WB Gray and his wife Gill, the global Alan & Gill Gray Philanthropy Group, the group represents the philanthropic interests of the Gray Family, which includes the broader Gray associated philanthropic ecosystem which has been operating in South Africa since 2005.

At the heart of this ecosystem is the intention to create a sustainable impact across the geographies of operation. The Group identifies strongly with entrepreneurship for the common good as the central theme of the various philanthropic pursuits undertaken. This is predominantly pursued through fostering responsible entrepreneurs, who will create jobs and contribute to addressing high unemployment and poverty.

After more than 15 years of work in related South African entities, AGGPA has extended its footprint outside of Southern Africa to East Africa. There remains a continued belief that focused support of entrepreneurship will have the greatest leverage for ensuring meaningful employment as the key to alleviating youth unemployment in these regions.



AGGPA currently supports two programs outside of Southern Africa, Jasiri and Wavumbuzi.

Jasiri is a one-year Talent Investor program for high potential individuals from Rwanda and Kenya who display exceptional entrepreneurial potential and drive to take their aspirations through the entire entrepreneurial development journey towards launching and growing their businesses. The first cohort of entrepreneurs were on boarded in April 2021. Jasiri also offers an Accelerator, which will support businesses created through the Talent Investor program, and existing businesses that show potential for significant growth.

The Wavumbuzi Entrepreneurship Challenge is an online challenge that seeks to nurture entrepreneurial mindsets and shift perceptions of the value of entrepreneurship among high school students.



CHANDLER FOUNDATION

Chandler Foundation's mission is to help build strong and healthy nations that provide all people the opportunity to unleash their creative and entrepreneurial potential. A mission inspires their work and informs how they approach it. Here are the two ways they bring the mission to life:

Social Investments:

They provide grant capital to social-purpose organizations building the conditions for broad-based prosperity, with a particular focus on:

- Transparency, Accountability and Anti-Corruption
- Evidence-informed policy-making
- Land governance
- Business Climate
- Digital Identity

Partnerships & Collaboration:

They partner with investors and social-purpose organizations to help build a movement for higher-impact philanthropy and social investment.

The great challenge of our time is ensuring that the door of opportunity is open for every person on the planet, regardless of where they are born. We believe collaboration is central to overcoming that challenge. Social-purpose organizations, working in partnership with government and supported by thoughtful social investors, can help nations become well-governed, marketplaces become vibrant and fair, and local communities flourish.



THE SAWIRIS FOUNDATION FOR SOCIAL DEVELOPMENT (SDFS)

Sawiris Foundation for Social Development (SFSD) is an Egyptian grant-making family foundation established in 2001, as one of the first family foundations.

Since the founding of SFSD 20 years ago, SFSD has worked to achieve its mission and to fund pioneering programs aiming to empower the most marginalized communities in Egypt. We focus on three sectors:

1. Education and Scholarships, 2. Economic Empowerment, and 3. Social Empowerment. Through these programs, we were able to create over 100,000 job opportunities for young people, female household heads, and people with disabilities.

We have also contributed to offering quality education and scholarships for thousands of outstanding Egyptian student, and we continue to support technical and vocational education through our leading teaching institutions. We established El Gouna Technical Nursing Institute (GTNI) to support the health system with exceptional and highly qualified medical personnel. We have also established the German Hotel School in Gouna (GHS), the first school of its



kind in Egypt, offering an opportunity to learn the hospitality profession on a sound professional basis. We have also supported impactful programs targeting the provisions of healthcare services, infrastructure development, and the empowerment of women and children. Through these initiatives and programs, we were able to serve over 164,000 beneficiaries.

We take great pride in that we always work in partnership with the Government and with reputable foundations and the private sector. Together we are able to further our impact and learn from each other. We continue to invest heavily in our institutional learning through partnerships with J-PAL (Abdulatif Jameel Poverty Action Lab) to conduct randomized control trials on a number of SFSD programs to assess our impact and learn to improve.



APF Members Initiatives-

THE FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE NIGER DELTA (PIND)



Tunji Idowu
Deputy Executive
Director, PIND

Can you briefly describe what PIND does?

The Foundation for Partnership Initiatives in the Niger Delta (PIND) is a non-profit Foundation that promotes peace and economic growth in the Niger Delta region of Nigeria. Established with an initial funding from Chevron Corporation. PIND is helping to break the cycle of conflict and poverty by creating strong, stable communities in all the nine (9) states within the Niger Delta region of Nigeria Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo, and Rivers. We focus on the underserved and hard-to-reach coastal communities of the region that are most forgotten in development programming.

What is your role at PIND?

I am the Deputy Executive Director of the Foundation, directly overseeing all economic programs and business development efforts.



Share with us details of your new strategic plan

In late 2019, we launched a new strategic plan to define our journey for the next five years –from 2020 –2024. The plan was shaped by the needs and perspectives on the Niger Delta region of Nigeria as distilled from the huge amount of information that we collected from stakeholders through a participatory strategic review (PSR) process. Our mission and goal in the new strategic plan remains fostering peace and equitable economic development in the Niger Delta by working in partnerships with a wide array of actors in diverse sectors. In the new plan, we scaled down our programs from four to two: Economic Development that facilitates inclusive, sustainable and verified economic growth and Peacebuilding that strengthens conflict management systems and capacities—ensuring to create synergies and enhance cohesion between both programs in reducing poverty and conflict. Two previous programs and an additional set of enabling initiatives –advocacy, capacity building, gender and social inclusion and communications help to enhance the programs’ outcomes.

Is there any recent project tied to the strategic plan you are currently excited about?

Oh yes, our Youth Employment Pathways Project. It is not news that youth unemployment remains one of the most significant development challenges facing state and non-state actors. The National Bureau of Statistics (NBS) reported a 33.3 percent national unemployment rate in Q4 of 2020, with some Niger Delta States reporting higher figures than this. During our last strategic phase that ended in 2019, we piloted a Niger Delta Youth Employment Pathways project (NDYEP), with funding support from Ford Foundation. The project aimed to tackle the problem of skills mismatch' a key driver impeding youth employment, in the region by equipping youth with market relevant skills in sectors with absorptive capacity. The pilot combined technical, soft/behavioral skills, and entrepreneurship capacity building with a robust post-training transitioning support into work for the trainees. The project successfully provided the trained youth with two clear pathways to work –either as waged employees or entrepreneurs. Due to the efficacy of the NDYEP model to tackle the scourge of youth unemployment in the region, we have introduced the youth employment project as an integral



part of our economic development program portfolio in the new strategic plan and we are excited at the impact we are seeing because of its demand-driven, market led, and data-based approach.

What has been the impact so far on the (NDYEP - Niger Delta Youth Employment Pathways) project?

4,335 young persons were equipped with appropriate skills and competence in agriculture, ICT/renewable energy, construction and finished leather. 1,933 of them were

supported to transit into decent and fulfilling jobs, either in formal waged employment or enterprise start-ups and are demonstrating a high level of professionalism because of the behavioral skills inculcated. These are young people who, some few years back, had no prior skills or hope of livelihood opportunities. There are over 600 trained youth who went through internship and apprenticeship to further hone their skills so the number moving into jobs is dynamic, constantly shifting upwards. As we focus greatly on gender and social inclusion at our Foundation, I am happy to mention that young women, and people living with disabilities were deliberately targeted and constitute 42% of the youth participants of the project. Besides youth getting jobs, the project has set a new standard for youth employment programming and has triggered a re-think about how this can be done by relevant actors in the ecosystem. NDYEP has closed out in April but the project implementing partners, who are private training providers, whose capacities we built during implementation, have the continued incentive to offer similar packages for youth of the region. Also, some state Governments have signified interest to up the components of the model and are being supported to adapt and adopt these into their youth employment programs

How do young people enrol for the next session?

The project deploys multiple channels to reach young people for enrolment, such as online/social media platforms for those with internet access and community based organizations and networks, youth associations, churches and local governments for those without internet access. Bottom line is that efforts are also made to ensure equitable access to the training opportunities.

Why did you join the APF Community and how has it impacted your work?

PIND became a member of the African Philanthropy Forum in 2019, with the aim to build our knowledge on philanthropy and increase our connections in the funding space. Our membership with the association has offered us the platform to stay informed on industry trends. As you are aware, we now live in a world and age where establishing presence in any given field often demands a lot. With APF, we have been able to cultivate new partnerships, and have gained access to an established support system that makes collaboration easier.

ACT Foundation Research Report:

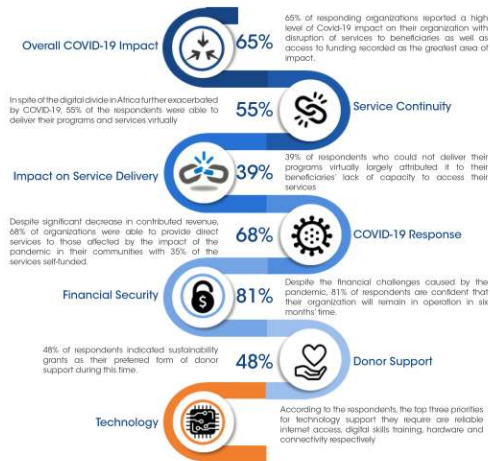
IMPACT OF COVID-19 ON SOCIAL CHANGE ORGANIZATIONS IN AFRICA

In a bid to better understand how social change organizations in Africa have been affected by the pandemic, ACT Foundation surveyed hundreds of organizations across Africa.

SUMMARY OF KEY FINDINGS

This report was generated based upon data collected via an online survey administered by ACT Foundation between 20th October and 10th November 2020.

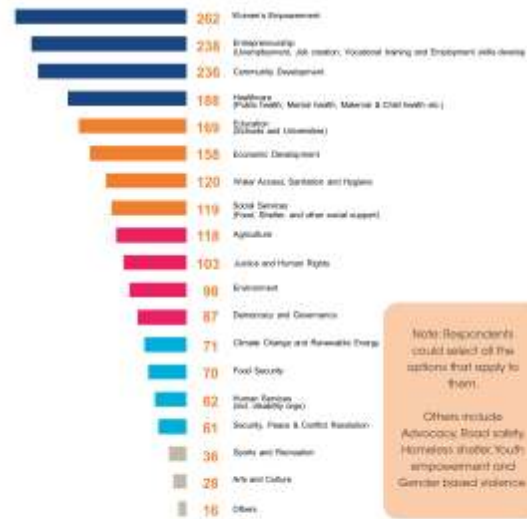
The following are among the most significant findings of this survey:



Scope of Work

Responding organizations are working across multiple focus areas. Women's empowerment recorded the most involvement in the respondents' scope of work (262). This is followed by Entrepreneurship (238) and Community development (236).

Figure 3: Respondent's scope of work



ACT Foundation Research Report:

Figure 4: Population served by respondents

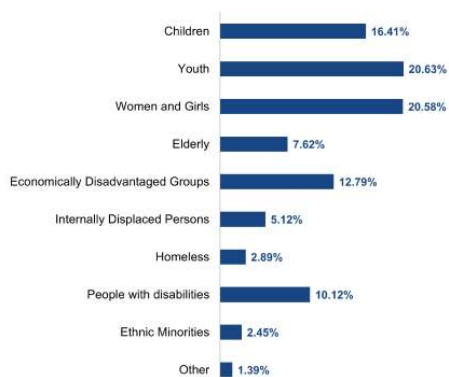
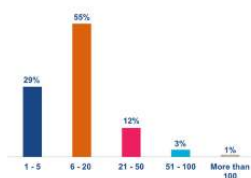


Figure 5: Staff Size

Over half of the respondents have a staff strength of between 6 – 20 employees.



OVERALL EFFECT OF COVID-19

More than half of respondents cited significant impact of COVID-19 on their organization while 31% reported minor disruptions to their organizations. Only 4% indicated little to no impact.

Figure 7: Estimate the level of impact COVID-19 is currently having on your organization.



ACT Foundation Research Report:

Areas of Impact

An equal percentage of responding organizations (23%) specified disruption of services to beneficiaries and access to funding as the areas of most impact.

Figure 8: Which of the following areas has your organization experienced the most impact?

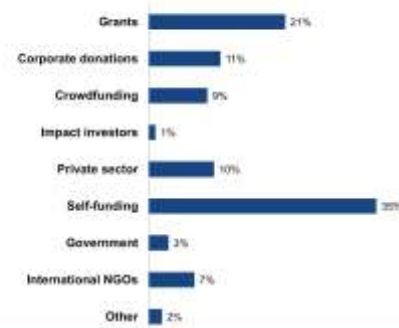


Note: Respondents could select all the options that apply to them.

COVID-19 Response: Funding Sources

Services to communities in response to COVID-19 impacts were largely self-funded as indicated by majority of the respondents (35%). This is followed by funding from grants as reported by 21% of the respondents. Corporate donations (11%) and the private sector (10%) made up the next top funding sources respectively.

Figure 25: Indicate funding source(s) of your COVID-19 response.



Note: Each respondent could select all the options that applied.

Other funding sources noted by respondents are from Family and friends and Individual donors.

THANK YOU





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