

# APF QUARTERLY

AFRICAN PHILANTHROPY FORUM NEWSLETTER

AUGUST 2021

GIFT SHARING GENEROSITY REPUTATION  
IMPROVEMENT CERTAIN ENCOURAGEMENT  
LIFE CONVICTION CREDENCE ENTRUST  
UNITY RESPECT COOPERATION UBUNTU  
ASSURANCE PARTNERSHIP GROWTH HOPE  
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WELFARE RELIANCE RESCUE  
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DONATION CONTRIBUTION VOLUNTEER  
TIME HOPE CHARITY GROWTH  
AWARENESS CARE GENEROSITY OWNERSHIP  
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STEWARDSHIP ACCOUNTABILITY GIFT

**FAITH & COMMUNITY**

SUPPORT KNOWLEDGE

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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, Malawi, Morocco, Nigeria, Rwanda, South Africa, Tanzania, Uganda and Zimbabwe through its convenings and initiatives. APF has also invested in the development of two volumes 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 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.**

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### 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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# ENGAGING YOUTH IN CONSERVATION EFFORTS

Africa is widely known as the world's youngest continent with a median age of 19.7 years. To further emphasize this point, research from Reliefweb states that "by 2050, one in three young people will live in Sub-Saharan Africa. However, with this budding population, 80-90% of African workers are still engaged in the informal sector. Each year, 10-12 million African youth enter the labor market but only three million formal jobs are created annually."

With these staggering numbers, the tourist industry in Africa rose to 67 million tourist visits in 2018, which is a 7% increase from the previous year's figures thereby providing employment opportunities for the youth. According to the World Travel and Tourism Council (WTTC), Africa's travel and tourism sector employed more than 24 million people in 2019.

On Tuesday, June 15, African Philanthropy Forum (APF) and International Fund for Animal Welfare (IFAW) held a virtual conversation on engaging youth and the next generation in conservation efforts. The webinar highlighted the importance of informing youth about careers in the environment and wildlife sector. According to Dode Houehounha, a Natural Heritage Specialist and speaker at the event, young professionals are the future of conservation in Africa.

The webinar also spoke on the need to get local communities engaged by investing in natural resources, addressing the critical conversation issues, as well as creating active steps to move towards a postpandemic recovery. This point was buttressed by Vimbai Masiyiwa, Chief Executive Officer, Batoka Hospitality Group who said *"These initiatives have helped economically enhance human life, send children to school, as well as feed children without their parents or community leaders killing our wildlife carelessly."*



In addition, discussions were also centered on national parks, game reserves, as well as wildlife sanctuaries reopening and the benefits it has on tourism and international visitors.

A strong thread throughout the conversation is the role the next generation plays in identifying the ways local economies can improve, as well as the best strategies for reaching, recruiting and retaining African youth.

The panel consisted of educators, sustainable tourism operators and wildlife conservation experts including, Vimbai Masiyiwa, Chief Executive Officer, Batoka Hospitality Group, Dode Houehounha, Natural Heritage Specialist, Prisca Daka, Zimbabwe Youth Biodiversity, Charity Mbirimi, Head of Marketing and Communications, Higherlife Foundation, as well as Dr Jimmiel Mandima, Vice President, Global Programs, IFAW.



# LEVERAGING COMMUNITY FOUNDATIONS FOR LOCAL IMPACT



**"It is an incontrovertible fact that community foundations are a significant contributor to development in Africa and elsewhere. However, the challenge is not about the existence of or non-investments by community foundations. It is about unlocking and tapping into the huge benefits that they offer."**

These were noted in the opening remarks of Dr Dara Akala, who served as the Webinar Chair at APF's webinar on *Leveraging Community Foundations for Local Impact*. The session, which was held on June 29, focused on the unique role local communities play in resolving challenges facing the African Continent, especially in times of crisis.

The conversation was focused on the concept of community philanthropy, the importance of organizing at community level, as well as the need to mobilize resources to drive increased impact at local levels.

The panel consisted of experts and practitioners in the space from across the continent and was moderated by Dr. Bheki Moyo, Director for the Centre on African Philanthropy and Social Investment (CAPSI). The speakers included Dr Dara Akala, Executive Director of Partnership Initiatives in the Niger Delta (PIND), Ese Emerhi, Global Network Weaver at The Global Fund for Community Foundations, Dr. Matthew Mbanga, CEO Foundation for Farming and Janet Mawiyoo, CEO of Kenya Community Development Foundation (KCDF).

Dr Bheki Moyo, who set the context for the discussion, noted that communities are a force in resolving problems in times of pandemics, disasters and conflict as they are the first to respond with indigenous knowledge, systems and tools.

Opening up the panel, Ese Emerhi presented a historic perspective of community foundations and shared how they differ from other categories of foundations. According to her *"Grantmaking for*

*community foundations and those who practice community philanthropy is a deliberate strategy aimed at devolving power and resources to grassroots organizations so that they can do things for themselves rather than have things being done to them or for them. Community foundations place great emphasis on the role of local resources as an essential way of growing local ownership and avoiding over-dependency on external resources."*

Digging deeper into the discussion, Janet Mawiyoo shared that *"It is important to pay attention to practical everyday challenges people face and give a voice to their struggles."* She also highlighted the need for partnerships and networks that ensure that government listens to the voiceless and allocates resources to areas of need in communities. This led to the panel discussing the importance of collaboration at community level as a means to achieving their goals. Dr Matthew Mbanga gave an exceptional example of how Zimbabwe harvested enough maize to feed the country for the first time in 20 years as a result of a strategic partnership of the Zimbabwean Government, Community Foundations and Private Foundations.

The panelists placed particular importance on how community foundations empower communities to take ownership of their problems, equipping them to adapt to and sustain their changing needs.

To conclude the session, the speakers were unanimous in the call for increased collaboration between community foundations and philanthropists, given the centrality of community foundations to development at the lowest levels of our communities.



## THE CHURCH AND PHILANTHROPY

For Christians, generosity is a major theme that runs across the Bible and should be practiced as a lifestyle. The active role of churches in giving can never be overstated, with the need for increased collaboration and pooling of resources to identify and manage real problems in order to support those in need. It was against this backdrop that APF held **The Church and Philanthropy** webinar on July 28.

This rich conversation was moderated by APF Board Member & Managing Partner of Sahel Consulting, Ndidi Okonkwo Nwuneli. The panelists were Pastor Godman Akinlabi, Lead Pastor, Elevation Church; Neil Hart, Executive Head, Mergon Foundation; Rev. Fr Michael-Christian Okonkwo, Catholic Priest of the Archdiocese of Lagos; and Rev. Canon Sammy Wainaina, Provost, All Saints Cathedral, Nairobi.

The conversation emphasized the need to foster transparency in the church and the benefits of partnerships amongst churches and government for development in society.

*"The church has to be deliberate with its governance structure and develop strategies on how funds should be utilized."*  
- Ndidi Okonkwo Nwuneli.

Strategic giving by churches is the game-changer we need to make a difference in these difficult times as noted by Pastor Godman Akinlabi - *"One of the things that can help the church to be strategic is partnership with people within the congregation."* Beyond this, the need for churches to work together to help the most vulnerable in our communities was discussed. As aptly put by Rev Canon Sammy Wainanina, *"We cannot command a blessing if we are disintegrated, we need to open up and not work in silos."* This was further buttressed by Rev Fr Michael-Christian Okonkwo's point on the need to effectively and efficiently build structures within church denominations and outside denominations.

A recurring theme in the conversation was the critical role of the church's image. The church as a pillar in society was charged to maintain its stance as a change agent, positive influence, go beyond the physical structures, as well as demonstrate accountability in the community.

# DISPARITIES IN FUNDING FOR AFRICAN NGOS REPORT

African non-governmental organisations (NGOs) receive only a modest share of philanthropic gifts on the continent. Over the past decade, African donors directed just 9 percent of large gifts (by value), and non African donors just 14 percent, to NGOs based on the continent.

African leaders have long put forward arguments about why those disparities undercut the impact that donors strive for. The African Philanthropy Forum (APF) and The Bridgespan Group collaborated on this research to amplify their voices and bring new data and perspectives to bear.

Through our work together, APF and Bridgespan have sought to better understand the nuances within the African philanthropic ecosystem, surface the barriers facing African NGOs as they seek funding from both African and non-African funders, and share workable solutions that exist to unlock more funding for African NGOs.

## Four themes stand out from the research:

- The funding flows in Africa are diverse and multifaceted, flowing from different geographies and implemented through different vehicles. An important implication of this complex ecosystem is the funding disparity faced by African NGOs. Particularly when comparing the approaches of African and non-African funders.
- The funding disparity flies in the face of a strong impact case for funding African NGOs. Organizations play a distinct role in the African civil society ecosystem and also their proximity to the communities they serve.
- The barriers preventing more funding from reaching African NGOs exist across the grantmaking process, from funders lacking targeted strategies to fund African NGOs and sourcing practices that are not designed to identify these organisations.

Figure 1. The funding landscape for African NGOs is diverse

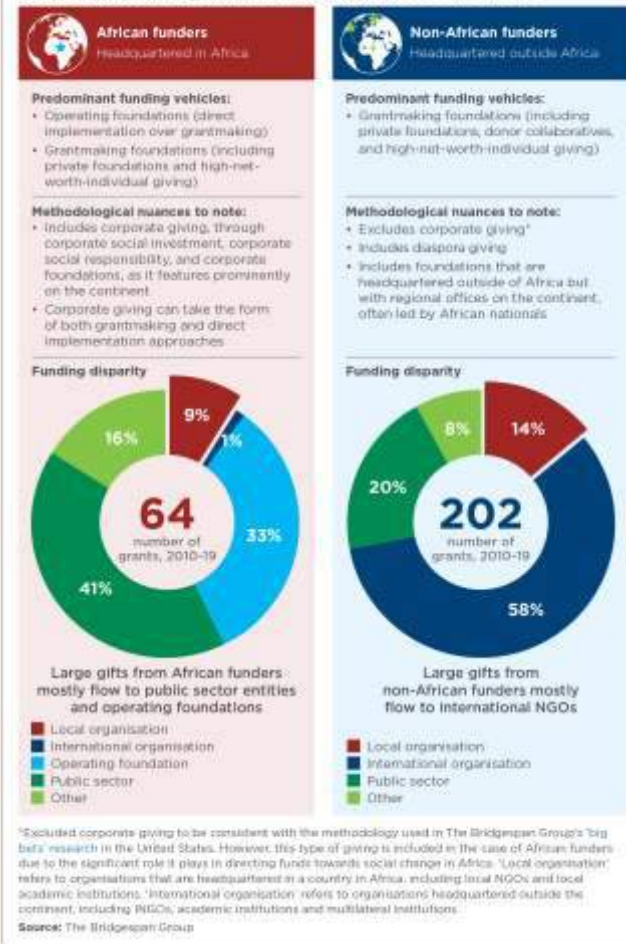
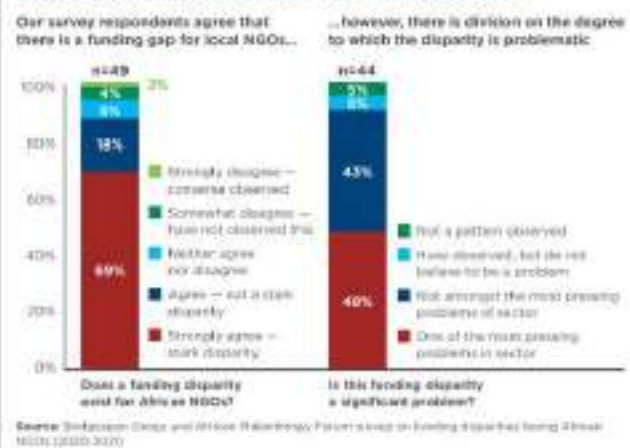


Figure 2. How much of a problem is the funding disparity?







- There is growing urgency to overcome these barriers, with a number of funders adapting their approaches to unlock more funding for African NGOs. Among the driving factors for this momentum is the increased focus on racial justice globally and calls for localisation and the shifting of power within the social sector.

The ongoing COVID-19 pandemic has put a spotlight on the importance of ensuring that African NGOs are well funded. With many key international actors withdrawing from the continent at the onset of the crisis, Africa-based NGOs had to stretch already overextended budgets to augment government health and humanitarian interventions. Building robust, strong, supported, and effective local organisations is essential to responding to global crises. It also addresses the day-to-day and continuing needs of local communities battling poverty, global inequalities, the legacy of the past, and political and social challenges.



# 2ND AFRICAN PHILANTHROPY CONFERENCE: SURVIVING COVID-19 – THE ROLE OF AFRICAN PHILANTHROPY

African Philanthropy Forum together with The Centre on African Philanthropy and Social Investment (CAPSI), Trust Africa, Harvard University (Centre for African Studies), African Philanthropy Network (APN), Southern Africa Trust and The East Africa Philanthropy Network (EAPN) held the 2nd African Philanthropy Conference from August 3-5.

Themed **Surviving COVID-19: The Role of African Philanthropy**, the event focused on topical issues such as *Assessing the Role of Philanthropy in Response to The COVID-19 Pandemic*, *Celebrating African Philanthropy Achievements During the COVID-19 Pandemic*, *The Role of Philanthropy in Supporting Research and Development*, *Systems Change*, *Technology and Virtual Shift of African Philanthropy*, *The Role of Community Philanthropy During COVID-19*, *Community Philanthropy as an Alternative for Durable Development* and *One Africa: Opportunities for Uniting the Continent and Philanthropy*.

The keynote speakers included Tsitsi Masiyiwa, APF Board Chair; Everjoice Win, Executive Director, Shine Campaign and Dr John Nkengasong, Director, Africa CDC. In addition to the keynote speakers, over 40 speakers were present at the three-day conference.







The COVID-19 pandemic gave Africans an opportunity to shift our ways of thinking and develop innovations and platforms using technology and collaboration from both the government and the private sector. These opportunities were aimed at helping the vulnerable- elderly, women and children by distributing aid, educating people about the virus as well as magnifying the voices of the voiceless.

*"The impact of contribution cannot be taken for granted and must be celebrated."*- Tsitsi Masiyiwa, APF Board Chair. She also underscored the impact collaboration, agile philanthropy and innovation have in our communities.

An additional theme discussed was the role young people play in responding to challenges such as inequality, poverty, health care issues as well as lack of infrastructure. These issues have persistently affected the growth of the African Continent even before the pandemic. The pandemic,

however, highlighted the urgent need to provide systemic solutions to build a better Africa. After spotlighting the positive impact of the youth, the challenges they are currently faced with living as African youth was examined at the conference.

*"It is very hard to be an African youth right now with unemployment on the rise & infrastructure deficiency. We need to shift the narrative to hustle orientated and dignify the hustle."* Sharmi Surianarain, Chief Impact Officer, Harambee Youth Employment Accelerator.

To conclude the conference, conversions addressed the need for equal distribution of the vaccine across the continent and the role philanthropists can play in mobilizing local communities to roll out the vaccine and ensure everyone is given equal rights to being vaccinated.



# POISED FOR LIFTOFF

Mosun Layode

**A**frican Philanthropy Forum executive director Mosun Layode is optimistic about the future of African philanthropy.

In my home of Nigeria, we have a proverb: *"It is impossible to be wealthy in the midst of poverty."*

Philanthropists, the world over, are inspired by such a notion. So too are ordinary Africans, even those without great means.

I am living proof.

When my mother passed away in my early teenage years, I moved from my parents' home — where I lived with my immediate family and an ever-changing cast of characters from distant cousins to aunts and uncles — to stay with my maternal auntie. My auntie was the embodiment of generosity. When she passed away, many years later, relatives and I tried to count how many people she had taken in during her lifetime. We compiled a list nearly 40 names long.

Philanthropy may be a Western word. But it is based on a philosophy that has long played a central role in African society. We are communally minded by custom and culture.

## African Gold

As I write this article, the resources available to express this custom and culture are growing exponentially.

According to the Credit Suisse Global Wealth Report, household wealth is growing faster in Africa than anywhere else in the world. There are an estimated 177,000 high net worth individuals in Africa. And that number is expected to reach 200,000 by 2023. Together they have donated more than US\$ 100m every year. But this US\$ 100m figure only hints at the true scale of African philanthropy because it does not include the US\$ 48 billion in

remittances sent to African countries each year, much of that is philanthropy with a small "p" — paying for school fees, medical bills, and new roofs for distant cousins in ancestral villages across the continent. Nor does this figure include faith-based philanthropy. No one is counting the naira, cedis, rands, and shillings Africans place in collection baskets every Sunday or pay as zakat yearly. Nor does this figure include philanthropy by the middle class. A recent study on giving in Tanzania, Kenya, and Uganda found that the emerging middle class in those countries donates roughly one-fourth of their earnings each month.

Before the pandemic, in 2019, The Bridgespan Group conducted a survey of African philanthropy, and concluded, *"African philanthropy — charitable giving by Africans — seems poised for liftoff."*

Two years later, it looks likely that the pandemic was African philanthropy's moment of liftoff. Both the scale and nature of African philanthropy is shifting in important ways.

## The Changing Shape of Africa's Philanthropy

When COVID-19 struck, governments and civil society leaders across the continent pleaded for help, and African social investors responded by nearly tripling their usual level of philanthropic giving to more than US\$ 269m in 2020 (again this number is incomplete for the reasons stated above).

The pandemic has also shifted how Africans give. Many of Africa's leading ultrahigh net worth individuals had previously established operating foundations. These foundations serve as hands-on problem-solvers, often focusing on meeting basic needs in a single country. They generally did not partner widely, did not aim for systemic change, and did not utilize the expertise of organizations more proximate to the challenge. The pandemic demonstrated the limitations of such an approach.

To effectively counter COVID-19, African philanthropists are engaging in partnerships with government and bilateral and multilateral organizations. Just as the Ebola epidemic prompted African philanthropists and leaders to establish and support the Africa Centres for Disease Control and Prevention, this pandemic has the continent's leaders supporting and strengthening African institutions.

For example, Zimbabweans Tsitsi and Strive Masiyiwa partnered with the African Union and the Africa Centres for Disease Control and Prevention to develop an online platform to manage the global procurement of medical equipment and personal protective equipment for African countries. And their partnership with Sir Richard Branson and Jeff Skoll helped African countries establish the capacity to build the medical equipment, such as ventilators, needed to respond to the pandemic.

This is in addition to donations made to the relief funds established to support governments across the continent. These included Nigeria's Coalition Against COVID-19, launched with support from philanthropists in the private sector and funding from the Central Bank of Nigeria and hundreds of Nigerians with the goal of raising 30 billion naira (US\$ 73m in August 2021) to finance more than 2,100 intensive care beds, 600,000 COVID-19 test kits and food relief. And South Africa's Solidarity Fund, which raised 3.3 billion rand (US\$ 230m in August 2021) to respond to COVID-19.

### The Future of African Philanthropy

Today, African philanthropy is at a crossroads. Post-pandemic, will philanthropists return to giving more modestly and retreating to their siloed approach to giving? Or will their experience during the pandemic give them the contacts, trust, and confidence to continue to partner and engage more strategically? Governments can help ensure the traction gained in African philanthropy isn't a temporary



blip. Today, only a handful of African countries offer incentives to encourage individuals to engage in philanthropy (they should). A change in that policy in just a few key countries could help philanthropy stay at current levels or climb even higher. There is much room for growth; estimates on the potential giving of wealthy Africans range between US\$ 2.8 billion to US\$ 7 billion per year.

### There are reasons for optimism.

A few African foundations have recently announced more ambitious and collaborative initiatives. In April 2021, the Motsepe Foundation announced a new initiative to support technological innovations across agriculture, energy, health, and education to help African countries achieve the Sustainable Development Goals. And in March 2021, the Abdul Samad Rabi Initiative Africa launched a new annual US\$ 100m fund for education, health, and social development initiatives. In announcing this new initiative, Abdul Samad Rabi said: *"The same pandemic that forced us humans to slow down, now forces our humaneness to square up."*

African Philanthropy Forum, which I lead, is working to spread their learnings and support strategic systems change social investing across the continent. We are seeing growing interest, especially among Africa's young philanthropists. Africa is the youngest continent — 60% of Africa's population is under 25. Research in South Africa indicates, and my own experience across other African countries reaffirms this finding, that young people are volunteering more, giving more, and giving more frequently than their elders.

Which brings to mind another African proverb: ***"It is the young trees that will make up the forest."***



# LOCALLY DRIVEN, NETWORK-SUPPORTED SYSTEMS CHANGE

Written by English Sall & Jeffrey C. Walker

Neither top-down nor bottom-up leadership is adequate for solving complex social challenges. We need to combine the strengths of both.

Traditionally, there have been two ways of leading a social organization: either a handful of powerful individuals, groups, or organizations dictate an organization's course, or those who have proximity to the social problem and its solution lead the way.

The former—top-down leadership—was once the most widely practiced approach. Now, many view it as largely obsolete. There are exceptions, for example in military command-and-control structures, regulatory systems where rules designed to ensure public health and safety need enforcing, and organizations that are in serious need of a turnaround. But particularly when it comes to generating broad-based social progress, the model has proved inadequate. Time and again—at the national, state, regional, local, and community levels—a top-down approach has failed to deliver effective solutions to social problems, because it doesn't consider feedback, input, or buy-in from those most affected by the issues at hand.

By contrast, bottom-up leadership strives to incorporate the insights of those who know what will and won't work for their communities; it seeks to reflect the democratic evolution of institutions brought forth by the people. But while the "let a thousand flowers bloom" philosophy underlying this approach typically encourages innovation, it also tends to consume more time and resources, and often struggles to identify and scale the most powerful solutions.

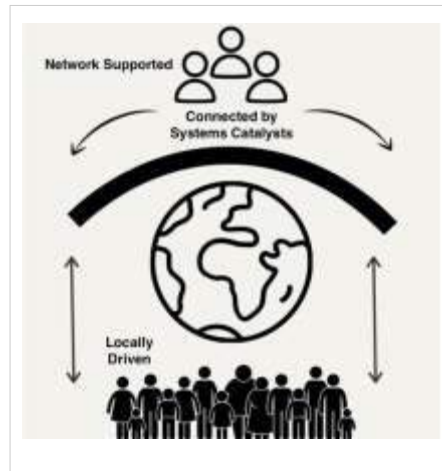
## Blending the Best of Both

Neither of these leadership models lends itself to the kind of multi-dimensional approach needed for true collaboration, or the cyclical process of ideation and information sharing that can solve complex social problems. To meet these needs, we recommend a different, third approach we call "locally driven, network supported," or LDNS. This model—which numerous successful organizations already use—marries the best elements of the top-down and bottom-up models, and encourages an ego-less, fluid, intentional approach to systems-level social change.

One early example of a locally driven movement that benefited from network-supported coordination was the Southern Christian Leadership Conference (SCLC), founded in 1957 by Martin Luther King, Jr.

During the early years of the US Civil Rights movement, local action groups affiliated with the SCLC operated independently, experimenting with various strategies and tactics to advance the cause. The SCLC did not control these groups, but it provided

organizing support, training, communications strategy, and fundraising help. For example, SCLC staff members like Andrew Young and Dorothy Cotton visited churches and community groups throughout the South, teaching classes in "Christian nonviolence." They also helped their local partners create "citizenship schools" that prepared Black Americans to pass the literacy and civics tests, then widely used as a barrier to voting rights. When SCLC affiliates in towns like Selma, Alabama; Albany, Georgia; and St. Augustine, Florida, launched voter registration campaigns, the national group helped coordinate funding, publicity, and tactical advice between them. Thus, the Civil Rights movement benefited from both the creativity generated by local efforts and the coordination provided by the network.







More recent examples of locally driven movements that probably could have benefitted from adopting the LDNS model include the Occupy Wall Street protests of 2011, the global climate protests of 2015, and the Women's March of 2017. These movements generated enormously popular energy and engagement, but they largely petered out because of a lack of coordination. If small, permanent, leadership organizations had helped them organize, message, train, fundraise, and share best practices, they might have had a more lasting impact.

An essential element of the LDNS model is an organization that serves as a systems catalyst. First described under the rubric of "*orchestrators*" by Julie Battilana and Marissa Kimsey in a 2017 article titled, "*Should You Agitate, Innovate, or Orchestrate?*," these catalysts operate differently than traditional organizational leaders. They serve as "*idea holders*" and "*knowledge-exchange agents*"; they hold collaborations and initiatives together to continuously move the entire body of "*system changers*" forward. They also seek to empower their various partners rather than exercising control themselves.

#### **Systems catalysts are built around individuals who:**

- Understand the LDNS model and are committed to implementing it
- Focus on driving systems change—not through direct action but by helping create an environment where change can happen
- Have managed egos that don't need the adrenaline jolt of power or prestige to remain energized; they're comfortable working behind the scenes and letting partners enjoy the spotlight

- Promote change using tools such as policy advocacy, persuading others to act, convening problem-solving gatherings, cataloging best practices, and developing tools that make it easy to act
- Help the movement build and maintain forward momentum by tracking progress, holding people and groups accountable, celebrating successes, and keeping people focused on achieving the desired change

To show how LDNS leadership works, here are four examples of organizations that have used this model with significant success. Each of these organizations drives change through an open, empowering approach that attracts partners and encourages them to coalesce around a shared plan with the potential to produce genuine social progress.

#### **Increasing Generosity: GivingTuesday**

GivingTuesday was created in 2012 around the simple idea of establishing a day every November that encourages people to do good. Since then, the initiative has grown into a global movement. (Jeff Walker, a co-author of this piece, is on the board.) Led by CEO Asha Curran and organized in partnership with a global network of formally affiliated leaders in 75 countries and hundreds of regions, as well as loosely or completely unaffiliated organizations, communities, and generous individuals in every corner of the globe, GivingTuesday raised some \$3 billion in a single 24-hour period in the United States alone in 2020, and its network collaborates year-round to inspire generosity around the world.

The impact of GivingTuesday depends on its use of the LDNS model. A central nonprofit, the nucleus of the global effort, serves as the systems catalyst, providing local groups with resources, guides, and toolkits they can use as they see fit. The initiative also incorporates ongoing measurement and learning via its online GivingTuesday Data Commons platform, which brings together contributions from 60 partner organizations and 40 data labs to glean detailed information about changing trends in charitable giving, the most effective approaches to fundraising, and ways to measure and influence donor behavior.



Understanding what works and what doesn't enables groups in hundreds of different regional and cultural contexts to replicate good ideas and make the most of their resources. For example, GivingTuesday helped spread the concept of the Little Free Pantry, created in 2009 by Jessica McClard of Fayetteville, Arkansas. McClard mounted a wooden box on a post and filled it with food, paper, and personal care items for those in need to take and for others to replenish. Promoted by GivingTuesday, hundreds of Little Free Pantries in a vast array of designs have popped up throughout the United States and overseas. In this way, GivingTuesday is highly structured but features distributed leadership. Co-ownership is a guiding principle; local leaders are unified by an overarching vision but control how the initiative manifests in their own communities.

### **Improving Educational Leadership: Teach For All**

Led by Wendy Kopp, previously CEO and founder of Teach For America, Teach For All is developing collective leadership training to improve education and expand opportunities for all children. It defines itself as a "*locally rooted, globally informed network*" comprised of 60 independent partner organizations and a supporting global organization that works to catalyze the network's progress. Teach for All partners have drawn 65,000 individuals into teaching careers and generated measurable improvements in learning outcomes for more than six million underserved students on five continents.

Teach For All's use of the LDGS model is reflected in several specific practices. For example, the network doesn't initiate expansion into any given country. Rather, local social entrepreneurs decide to pursue the idea, often inspired by other network organizations in their region. Teach For All's global team follows their lead, helping them learn about the approach and develop contextualized plans to adapt it to their countries. Furthermore, while Teach For All's network partners are united around a shared purpose, a theory of change, a set of unifying principles, and several programmatic and organizational commitments, there's no prescribed approach to exercising these commitments. Rather, network partners make their own choices, informed by their context, culture, and opportunities. As founder Wendy Kopp explained: We've seen that differences in culture, experience, and

circumstance generate new ideas and novel approaches. We never could have imagined the innovations that staff members, teachers, alumni, students, community partners, and others across our network have pioneered in a single decade, and how network partners inspire and enable each other to meet higher and higher bars.

Teach For All's systems catalyst team uses its resources to accelerate progress in many ways—building awareness of the network's approach, generating global relationships, providing coaching and consulting to network partners, enabling network connectivity, and providing access to learning experiences and tools. For example, Teach For All organizes regional and global conferences and learning trips that allow leaders, staff members, and alumni from partner organizations to learn from their counterparts in other countries, as when new staffers charged with creating teacher training programs gathered in India to observe the country's successful summer institute for new teachers.

In response, partner organizations, and the teachers and alumni affiliated with them, use the network to share ideas across borders. For example, Folawe Ominkunle, the CEO of Teach for Nigeria, gleaned one of her most effective strategies from her counterpart in Armenia—namely, to seek financial support from the national government from the very start of the program, thereby gaining crucial buy-in and support for the long haul. Another came from a partner in Haiti: the idea of recruiting not just brand-new teachers but also veteran educators, creating a powerful cross-fertilization of expertise and enthusiasm that benefits both groups.

### **Eliminating Homelessness: Community Solutions**

In 2015, led by Rosanne Haggerty, the nonprofit Community Solutions—a recent winner of the McArthur Foundation's 100&Change competition—launched Built For Zero, a network of cities and counties committed to ending homelessness, beginning with chronic and veteran homelessness. Since then, it has grown to include more than 80 US communities. So far, 14 of the communities partnering with Community Solutions have effectively ended veteran or chronic homelessness, and more than half have seen statistically significant reductions.

Like the other initiatives discussed here, Community Solutions does not impose a one-size-fits-all model on the communities it works with. Instead, it works with leaders from a range of organizations in participating cities, counties, or regions to form a single, community-wide team whose goal is to achieve a “functional zero” homelessness rate — a state where homelessness is rare overall and, when it occurs, quickly resolved. Local team members typically include homeless services providers, government agencies, and Veterans’ Affairs offices, as well as church and civic groups. Community Solutions coaches these teams on adopting the shared, measurable goal and on organizing their efforts through a collaborative, data-driven process. The teams create and maintain a complete, person-specific, real-time record of homelessness and use this data to: meet the needs of individuals experiencing homelessness; streamline the process of moving people into stable homes; constantly assess what strategies are most successful in reducing homelessness; and track how homelessness itself is shifting, and where efforts and investments can have the greatest impact.

As communities devise and test various tactics, Community Solutions’ systems catalyst team shares insights to facilitate learning and growth. For example, two local government officials on the Community Solutions team in Rockford, Illinois, realized that a stumbling block to housing homeless vets was the reluctance of landlords to rent to higher-risk clients. Learning from another Community Solutions team that faced the same challenge, and with the help of a local foundation, they launched a fund dedicated to reducing the financial risk for landlords.

### **Increasing Peer-Based Health and Civic Activism: GirlTrek**

Led by T. Morgan Dixon and Vanessa Garrison, GirlTrek is the largest public health nonprofit for African-American women and girls in the United States. The organization advocates for a civil rights-inspired health movement, and its one million members support local and national policies to increase physical activity through walking, improve access to safe places to walk, protect and reclaim green spaces, and improve the walkability and built environments of 50 high-need US communities. Today, it has an energized base that includes nearly 10 percent of all Black women in America.

GirlTrek has a relatively small central support team; local community organizers do most of the work. But in the spirit of LDNS leadership, the central, coordinating organization uses technology and new media to connect members and train organizers, sponsors research around health improvements, gathers and shares stories around community-wide changes, and conducts national awareness campaigns that inspire members to form and sustain life-saving habits.

GirlTrek is now using its LDNS model to advance a health justice agenda; it aims to eliminate systemic barriers to health and advocate for policy change, both locally and nationally. In advance of the 2020 presidential election, local chapters of the organization’s Black Girl Justice League initiative mobilized tens of thousands of volunteers to lead get-out-the-vote activities in every battleground state. Using training materials from the systems catalysts at headquarters, they set up voter registration tables outside churches and beauty parlors, answered questions about state and local rules concerning early voting, and gave out flyers inviting new voters to join a “walk to the polls” event on Election Day itself. By the time November 3 rolled around, Black Girl Justice League had become the nation’s largest voter mobilization effort led by and focused on Black women.

### **A Leadership Model Whose Time Has Come**

Other organizations that have used the LDNS model to drive social change include EducationSuperHighway (ESH), founded by Evan Marwell in 2012 with the mission of upgrading Internet access for every public-school US classroom. ESH helped connect 43 million students to highspeed Internet by building partnerships with nonprofits, state and federal agencies, foundations, and community school systems—driving progress from the top and bottom—and having achieved its mission, ceased operations in 2020. Similarly, the nonprofit Organize is working to improve the efficiency of the organ transplant system in the United States, which currently fails to recover and use up to 28,000 available organs every year. The systems catalyst at Organize coordinates with patient advocates to raise the profile of this issue and communicate the urgency of the ongoing organ shortage, while also working closely with government agencies able to implement solutions.

All these examples illustrate the LDNS mode's cyclical approach to knowledge creation, knowledge sharing, collaboration, and systems change. Innovation occurs through a continuous circle of energy, egoless collaboration, and orchestration, not just at the ends of the spectrum. In Julie Battilan's words, systems catalysts must "harness the power of others by finding and cultivating leadership among them- strengthening their skills, values, and sense of responsibility to act and coordinate with each other in the pursuit of social change," While some nonprofits are already using the LDNS model to create systems-level change, we believe the same model could be effective in other arenas, including in government-led collaborations. In these environments, innovation and best practices can unify action by nonprofits, corporations, foundations, religious institutions, academic researchers, individuals, and other government partners, all guided by the voices of people who are proximate to the problems at hand.

We hope that all kinds of organizations interested in promoting social change will consider shifting to this-modelbeginning with seeking out or developing potential systems catalysts among their leaders or supporters.

**systems catalysts must harness the power  
of others by finding and cultivating leadership among them  
-strengthening their skills, values, and sense of  
responsibility to act and coordinate  
with each other in the pursuit of social change**

- Julie Battilan

## DRIVEN BY COMMUNITIES, LED BY PARTNERS, STRENGTHENED IN PARTNERSHIP: BLOOD:WATER'S COMMITMENT TO COMMUNITY- FOCUSED PHILANTHROPY



By: Nadia Kist, Director of Africa Partnerships

In the early 2000's, the Grammy Award winning band Jars of Clay was confronted with the magnitude of the HIV/AIDS crisis that was so disproportionately affecting Eastern and Southern Africa. At a time when testing and treatment options were not affordable or widely available on the continent, palliative care, clean water, sanitation and hygiene were core strategies to improve the quality of life and slow disease progression for persons living with HIV. Established in 2004, as a philanthropic organization Blood:Water exists to see the end of the HIV/AIDS and water crises in Africa. We do this by partnering with African leaders and their community's vision for change. Through grantmaking, we support community-based HIV and WASH initiatives that are concurrently paired with organizational strengthening. Since inception to date, Blood:Water has raised \$40 million U.S., supporting work in 12 countries on the continent.

In the earlier years, Blood:Water partnered with a diverse range of organization types and sizes, which allowed for experiential learning to refine grantmaking strategies for the greatest impact. In 2015 following an extensive technical strategy review, Blood:Water adapted its model to position its flexible and sizable grant funding exclusively to grassroots African-led and community-driven civil society organizations (CSOs).

Driven by data, the strategy shift took into account the irrefutable body of evidence generated over the decades prior which attribute grassroot community movements and organizations as the most effective, innovative and sustainable drivers of social change. Our partnership posture further upholds that highly impactful development solutions are already being resourced and implemented by communities, independent of external partners. The Blood:Water partnership is therefore intended to be catalytic for communities to leverage existing strategies and resources for amplified impact and expanded reach.

The Blood:Water model is designed with relational depth as a core tenant of meaningful partnership; acknowledging that institutional health processes require time and trust. For this reason Blood:Water's grant portfolio is designed for focused support to a maximum of 10 partners annually and for up to 8 years. Our grants are applied in two-year grant cycles, with funding ranging \$50,000 to \$150,000 annually. Inextricably paired with grants is an organizational strengthening (OS) process that invests additional funding and resources into partner organizations holistically across systems, people, policies, and practices. Central to this model, is the hypothesis that strengthened CSOs with improved institutional health





provide communities with higher impact interventions and will be positioned to do so with longevity.

Each grant cycle is paired with \$10,000 in OS funding for partners to invest in their organizations targeting strengthening priorities self-identified using the Institutional Development Framework (IDF).

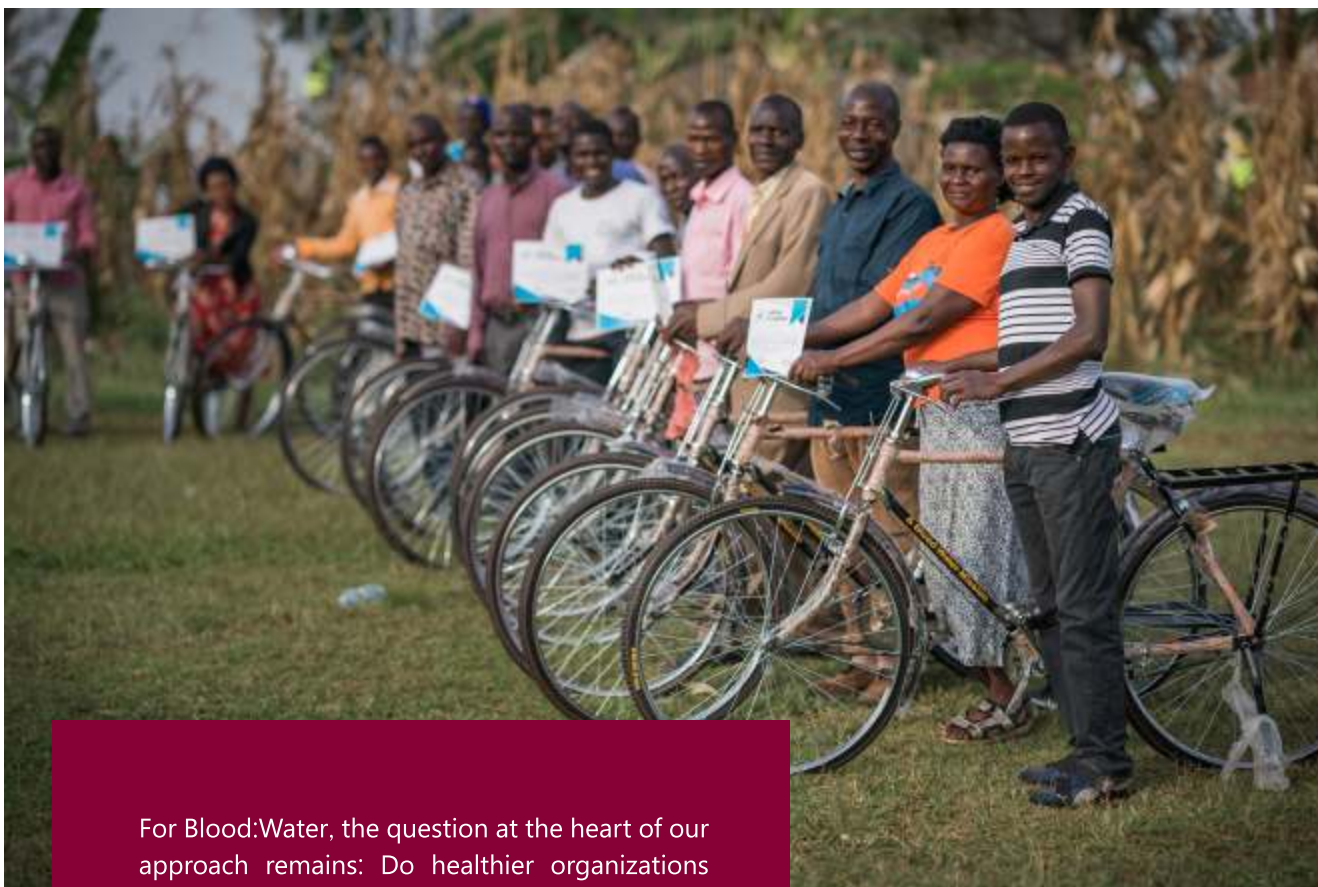
This process is fully driven by organizations which determine not only how to utilize the funds, but also the specific solutions and the pace at which to do so. The goal is to support partners' along the organizational health continuum so that beyond the 8-year partnership, they experience increased operational sustainability, financial viability, and autonomy. In tandem with partner-driven OS, Blood:Water offers its partners additional resources to support peer-learning and community building.

Among these efforts is a newly established community of practice called The Leader Collective at Blood:Water.

The Leader Collective exists to convene, cultivate, and amplify African leaders championing health and development change on the continent. The Collective's offering of online and in-person activities includes networking events, peer exchange visits, webinars, masterclasses and workshops, a curated library of eResources and personalized leadership coaching. In person events have been suspended due to COVID-19 and will be reinstated when gatherings are determined to be safe. One of the Collective goals is to showcase community expertise and thought leadership by generating publications, emerging best practices, and other learning from within the membership. To ensure the sector collaborative contribution and benefit, membership access will be extended to the wider philanthropic community and implementing partners on the continent by late 2022.

<sup>1</sup> Blood:Water hit the \$40 Million milestone in August 2021.





For Blood:Water, the question at the heart of our approach remains: Do healthier organizations result in healthier communities? We are in continuous pursuit of this answer through our ongoing monitoring and evaluation. While this is a longitudinal process, preliminary data analysis supports that there are positive changes in health metrics at both levels. Since applying the exclusively community-focused approach seven years ago, Blood:Water has administered \$2.9 million in grant funding, paired with an additional \$570,000 in OS investments to eight African-led grassroots organizations. Improvements in organizational health are measured against the IDF, which stages organizations on a continuum as Beginning, Developing, Expanding and Sustaining Stages, quantified numerically from 0.00 to 4.00.



# HIV AND WASH PROGRAMMATIC REACH

## JANUARY 2015 TO JUNE 2021

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**214,563**

health referrals made that resulted in  
clients accessing facility based health services

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**9,085**

individuals newly accessing HIV  
treatment, care, and support

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**816,822**

individuals received HIV combination prevention,  
including HIV Testing and Counseling

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**116,914**

individuals reached with interventions to reduce  
stigma and discrimination

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**84,859**

individuals accessing safe and  
adequate water

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**2,079**

water points constructed with 100% community  
-sustained management structures

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**37,383**

hygiene and sanitation facilities  
constructed

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**979,516**

individuals trained for  
improved WASH practices

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**714,625**

individuals reached with  
COVID-19 prevention education

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**1,686**

hygiene facilities constructed specifically for  
COVID-19 prevention in households and shared  
community spaces

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At baseline, the partner cohort averages as early Expanding Stage, 2.08 [1.78-2.48]. At last re-assessment, the partner cohort reflects an average 0.71 increase in staging, reflecting 18% improvement in institutional health. Furthermore, financial viability is demonstrated by increased community cost-sharing to their projects from 15.8% in 2015 to 41% in 2021. COVID-19 related interruptions caused delays in the IDF reassessment schedule. As a result, multiple reassessments are currently underway through the end of this year. Therefore, an update to this data analysis is expected by early 2022. This will look beyond the overall institutional health changes to interrogate specific domains with the most significant improvement. This will also include thematic distribution of monetary investments and non-monetary resources leveraged through Leader Collective.

Grassroots organizations are without a doubt the gatekeepers and critical champions for the health needs of their communities. Their solutions are proximate and tailored to best suit specific contextual drivers of underdevelopment. Furthermore, they evolve in real-time with emerging demands, as most recently demonstrated during the COVID-19 pandemic. Between January 2015 and June 2021, the programmatic efforts of our partners translate into expanded access to the health care system continuum, as well as improved community coverage with safe water, adequate hygiene, and sanitation facilities. All of which are inbuilt with community management structures for long-term maintenance.

While the COVID-19 pandemic has amplified the call to action for proximate African and community-led philanthropy, for years prior the centrality of communities was already actively challenging the status quo of long outdated top-down development. Our hope is that as a community of African and African-focused philanthropists, we would commit to ensuring this moment in time be seized well to create long-lasting paradigm shifts. As a sector, we must resolve to re-examine and challenge funding models to see more direct resourcing of community change agents across the continent. We must collectively aspire to see the expertise and agency of African communities honored by defining an entirely new normal in philanthropy where equity in partnerships is the standard.

## NEW MEMBERSHIP SPOTLIGHT

"Build a bridge" we hear when we're stuck in a rut ... That's precisely what Youth Bridge Trust (YBT) has been doing since 2018. We aim to empower youth from every region of Africa to overcome the barriers to entry that trap them in poverty and despair.

We believe that youth can attain their goals of full participation in every aspect of life: education and entrepreneurship, governance and corporate leadership, with a personal sense of health, hope and prosperity. We believe this is possible in a sustainable manner: financially and physically, psychologically, and ecologically.

YBT aims to fund work programmes, to capacitate organization's and implementing agencies that provide skills training, and to support and mentor youth seeking further training, entrepreneurial input, employment opportunities, and those who seek to participate in policy-making, societal advancement and continent-wide governance.

YBT engages various capacity building programmes that provide hard and soft skills in a year-long programme. This support fosters attitudinal and behavioural shifts so that the hidden potential and unrecognized strength of young Africans emerges. With inclusive and equal access to the economy, continuous learning and development, acquisition of communication, technical and computer skills, as well as teamwork and problem-solving skills, the doors will open. A new future of possibilities in the workplace can be realized and entered. The benefits of a healthier and more prosperous continent cannot fully be quantified.

Our interlinked network of partnerships, training and support shares a commitment to ensuring results for those we serve. The funding partners and implementing agents will see individuals from every walk of life and youth organizations participating and creating economic growth through collaboration and cooperation and in



accordance with the objectives of the Sustainable Development Goals. To date over 6000 youth have been impacted through various programs of which over 2200 have secured jobs, 1700 have furthered their education and over 180 have started their own businesses.

Those who share this goal will see on the other side of this literal and metaphorical bridge, greater numbers of confident, resilient, income generating, self-reliant, economically active youth committed to personal, professional, and societal development.

Does your community and company stand to benefit from empowered, capacitated, and motivated youth?

Does your academy or enterprise share the vision of impacting youth employment in real and tangible ways? We look forward to showing you how your support and participation will help us progress this vision now.

**...This support fosters attitudinal and behavioural shifts so that the hidden potential and unrecognized strength of young Africans emerges**





## AFRICAN VISIONARY FUND

The African Visionary Fund (AVFund) is a pooled fund founded in 2020 with a mission to unleash breakthrough impact by driving resources to high-impact African visionaries. The AVFund is tackling inequities and righting the power imbalances in philanthropy by offering unrestricted, unburdensome funding to African visionaries.

In its first year of operations, the Fund has granted over US\$1 million in flexible funding to six high-impact organizations in sub-Saharan Africa working across a broad range of sectors including education, health, human rights, and livelihoods. Looking ahead, the Fund's goal is to raise \$10 million by 2023 which will enable them to partner with 35-40 African-led organizations. In the near term, the Fund is on track to commit welcome another 8-10 African-founded, African-based, and African-led organizations to their sector-agnostic portfolio.







## LEGATUM INSTITUTE

**T**he Legatum Institute is a London-based think-tank with a vision to see all people lifted out of poverty.

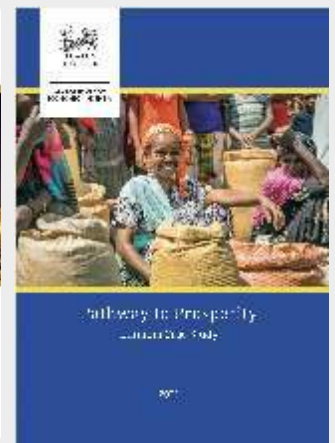
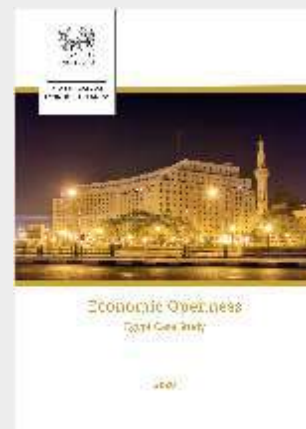
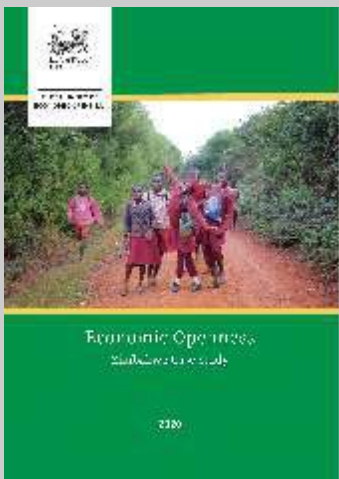
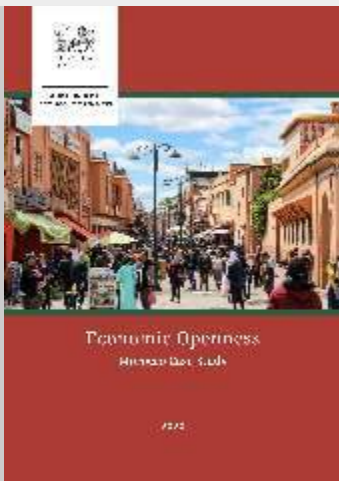
Our mission is to build a global movement of people committed to creating the pathways from poverty to prosperity and the transformation of society. We seek to do this by raising up leaders of character, and developing the policy solutions and data tools that help leaders of nations build inclusive and peaceful societies with open economies and empowered people.

The Legatum Prosperity Index is now in its 15th year of publication and is the only global index that measures national prosperity based on institutional, economic, and social wellbeing. As a result of this, The Legatum Institute has become a go-to source for nations developing their transformational agendas, focussing on national development ahead of the distribution of resources and on what a nation can and will become.

Using the framework of the Global Prosperity Index, the Institute has an ambitious plan over the next 10 years to create the tools that could support the improvement in the prosperity of African nations. We identify common factors propelling those countries that have made the greatest progress over the years and highlight the potential opportunities for other nations to embrace good practices.

The Africa Prosperity Programme harnesses the Legatum Institute's research, analysis and convening capability to support leaders with a transformational mindset and help them create real development solutions across Africa.

The Legatum Institute is delighted to join the African Philanthropy Forum as we seek to build partnerships that foster shared prosperity on the African continent.



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