



EAST AFRICA ASSOCIATION  
OF GRANTMAKERS

## PHILANTHROPY, LEADERSHIP & GOVERNANCE IN EAST AFRICA

Report of the 3rd East Africa Grantmakers' Conference  
25th - 27th July 2012  
Entebbe, Uganda



*“Participants of the 3rd East Africa Grantmakers Conference”*

The 3rd conference was made possible through generous financial support of both member and non member organizations. They include; Aga Khan Foundation-East Africa, Chandaria Foundation, Foundation for Civil Society and Kenya Community Development Foundation. Others were Safaricom Foundation, Social Action Trust Fund, Tanzania Gatsby Trust-Tanzania, Ford Foundation, Imperial Botanical Hotel-Uganda and Guide to Uganda.

We are also grateful to all the conference speakers including the the keynote speaker Eng. J. B Walusimbi, Prime Minister of the Buganda Kingdom who delivered extremely informative and thought provoking presentations laden with key learning and action points. They were not only relevant to the Conference theme but went along way in advancing philanthropy knowledge in East Africa.

Much appreciation also goes to the EAAG Board members for their valuable guidance and advice in organizing and framing sessions during the Conference.

Lastly, we wish to thank all the participants from various organizations in the region and others from outside the region such as South Sudan, South Africa and the United States of America who took time to share their experiences, network with our members and contribute in growing the East African philanthropy and grantmaking family.

Finally we would like to recognize the efforts of the organizing committee made up of teams from Kenya, Uganda and Tanzania who amidst numerous challenges worked tirelessly to ensure that we had a favourable environment fit for learning, sharing and networking.



AGA KHAN FOUNDATION



The Annual East Africa Regional Grantmakers Conference was held from 26th to 27th July 2012 in Entebbe, Uganda, under the theme Philanthropy, Leadership and Governance. The theme provided an opportunity for East African grant-making and grant seeking organizations to deliberate on the role of philanthropy in promoting transformational leadership and good governance in the region as a way of enhancing strategic development that addresses root causes of the socio-economic and political challenges.

Apart from the main conference presentations, panels and plenary discussions, the delegates also participated in the **Master Class Leadership Training** targeted at senior leadership of foundations and trusts and the inaugural **East Africa Philanthropy Awards (EAPA)** which awarded various organization and individuals in the region in recognition of their contributions to strategic social development in East Africa.

The Chief Guest and keynote speaker at the Conference Eng. J. B Walusimbi, the Prime Minister of the Buganda Kingdom, lauded the choice of the conference theme as it showed the strong linkage between the strength of institutions, the availability of quality of leadership and the effectiveness of philanthropy in the region. He challenged the delegates to take up the responsibility of institutional building at macro, meso and micro levels to ensure that good governance and transformative leadership prevailed for assured sustainability and impact of funded programmes.

Conference delegates generally agreed that transformative leadership and good governance were very crucial elements in bringing about the desired change in the communities that grantmaking and implementing organizations worked in. The role of implementing/grant seeking organizations in promoting leadership and governance was hinged on the concept of public value to the community, which could be illustrated by service delivery in tangible and visible outcomes that earn public trust and confidence. On the other hand grantmaking organizations had an obligation to promote good governance and leadership both internally (within their organizations) and externally (in the organizations they support), as they had to lead through example.

Mainstreaming Institutional Support and Strengthening Programmes in Grant Making was at the heart of ensuring sustainability of both the implementing

and grantmaking organizations' programs for critical success at the targeted communities. Consequently, funding of sustainable capacity building was noted as a necessary component in supporting implementing organizations to perform their work better for lasting change in the society.

The participants agreed that engagement with respective governments in philanthropic work was essential as governments were key partners in addressing socio-economic hindrances faced by the society. However, it was noted that the nature of engagement with government had to be structured in order to address social ills from a policy level, avoid conflict of interests and ensure that there was accountability and transparency of public goods.

Voluntary self-regulation mechanisms among Civil Society Organisations and NGOs to a great extent would assist them to strengthen their own internal governance by enhancing their capacity to uphold accepted standards and ethical conduct. Additionally credible and accountable organizations would attract local giving and freely mobilize resources at a local level for sustainability in the development agenda.

Promoting youth philanthropy and women philanthropy was seen as critical in sustaining efforts towards achieving long term impact of community based initiatives. Youth volunteerisms provided young people with a chance to contribute to the social and human development of their communities, by engaging them in programmes that ensured that they were active actors both in self and community development. On the other hand, it was observed that women's giving - ranging from monetary, time and in kind volunteering - had throughout history been part and parcel of societal transformation or reform. Further, the future of women philanthropy would involve social justice philanthropy, which would entail overcoming current injustices whilst building solutions for a better world in order to achieve the desired lasting social change.

**The role of implementing/grant seeking organizations in promoting leadership and governance was hinged on the concept of public value to the community, which could be illustrated by service delivery in tangible and visible outcomes that earn public trust and confidence.**



<b>ACKNOWLEDGEMENTS</b>	<b>3</b>
<b>EXECUTIVE SUMMARY</b>	<b>4</b>
<b>LIST OF ABBREVIATIONS</b>	<b>7</b>
<b>BACKGROUND</b>	<b>8</b>
<b>OPENING SESSION</b>	<b>9</b>
<b>PHILANTHROPY, LEADERSHIP AND GOVERNANCE IN EAST AFRICA</b>	<b>11</b>
<b>RESOURCING LEADERSHIP &amp; GOVERNANCE PROGRAMMES</b>	<b>14</b>
<b>PHILANTHROPY AND GOVERNMENT</b>	<b>16</b>
<b>APPROACHES TOWARDS IMPACT ORIENTED PHILANTHROPY</b>	<b>18</b>
<b>LEADING FROM THE FRONT: ENHANCING CITIZENS PARTICIPATION</b>	<b>22</b>
<b>THE EAST AFRICA OF TOMORROW: THE FUTURE OF PHILANTHROPY</b>	<b>25</b>
<b>CONTEMPORARY INITIATIVES SUPPORTING THE GROWTH OF PHILANTHROPY</b>	<b>27</b>
<b>WRAP UP AND CLOSING</b>	<b>28</b>
<b>SUMMARY OF CONFERENCE'S CRITICAL LEARNING AND ACTION POINTS</b>	<b>29</b>
<b>INAUGURAL EAST AFRICAN PHILANTHROPY AWARDS 2012</b>	<b>30</b>
<b>PICTURE SPEAK</b>	<b>33</b>
<b>ANNEXURES</b>	<b>34</b>
<b>ANNEX 1: LIST OF PARTICIPANTS</b>	<b>34</b>
<b>LIST OF ABBREVIATIONS</b>	

The East Africa Association of Grantmakers (EAAG) is a regional voluntary membership Association of Trusts and Foundations established in 2003 with the aim of promoting philanthropy. The Association has a membership of 24 organizations across the East African region mainly drawn from Family Trusts, Community Foundations, Corporate Foundations and other types of grantmaking and non- grantmaking organizations interested in promoting philanthropy. Its vision is to have an East Africa with vibrant and organized philanthropy, promoting sustainable development and social justice. This vision is to be achieved through EAAG's continued commitment to nurture and enhance a culture of local giving and resource mobilization through effective grantmaking, advocacy and networking.

The Annual East Africa Regional Grantmakers Conference took place in Entebbe, Uganda from 26th to 27th July 2012. This Conference was organized under the theme Philanthropy, Leadership and Governance, so chosen to discuss the role of philanthropy in promoting transformational leadership and good governance in the region. Delegates at the Conference were leaders drawn from local grantmaking organizations, civil society groups, government institutions, academia and international philanthropy groups and networks in the East African region.

The conference was preceded by a Master Class Leadership Training on 25th of July 2012 for top leadership for foundations and trusts. The seminar topic Leading Strong Charitable Foundations and Trusts, provided cutting edge ideas, best practices, new opportunities and practical solutions on how to build high performance leaders and organizations for long-term impact and sustainability. Targeting Board Members, Foundation/Trust Managers and heads, CSR Executives, Program Managers, and Program Coordinators the seminar was facilitated by Susan Sarfati -Training Facilitator and CEO of High Performance Strategies based in Washington DC, USA.

The conference was also the venue for the inaugural East Africa Philanthropy Awards (EAPA) Ceremony, to award organization and individuals in the region in recognition of their contributions towards strategic social development as well as the promotion of philanthropy in the East African region. Other conference activities included expert presentations, learning sessions, experience sharing and panel discussions. A wide array of speakers ranging from practitioners, academicians and leaders in their areas of operation/specialisation provided the participants with pertinent knowledge, skills and expertise; as well as provoking discussions on the area of philanthropy, leadership and governance. The delegates also took advantage of the forum to share and display their work through the exhibition; and networked during cocktails and the gala dinner.

### Conference Objectives

The conference was meant to challenge practitioners in philanthropy and grantmaking to ensure that their interventions and contribution in dealing with the variety of social challenges in the region mainstreamed issues of leadership and effective governance. Specifically, the conference objectives were to:

- Highlight the value of philanthropy in promoting good governance and visionary leadership
- Facilitate discussions around mobilising resources towards strengthening governance and leadership
- Engage and generate ideas on effective partnership between governments, private sector and philanthropic institutions for greater socio-economic impact.
- Foster networking among participants

Deliberations from the conference should provide useful feedback to guide stakeholders in advancing good leadership and governance systems in the region.

**“The seminar topic Leading Strong Charitable Foundations and Trusts, provided cutting edge ideas, best practices, new opportunities and practical solutions on how to build high performance leaders and organizations for long-term impact and sustainability.”**

### **Welcoming Note and Reflection from the Previous Conference**

*Nicanor Sabula, Chief Executive Officer, EAAG*

In his brief remarks, the Chief Executive Officer welcomed delegates to the 3rd Annual Regional Grantmakers Conference terming the conference as EAAG's key platform that promotes regional dialogue on the advancement of local giving and resource mobilization. This was in line with the EAAG vision to have an East Africa with vibrant and organized philanthropy, promoting sustainable development and social justice.

Delegates were reminded of the key learning points from the previous Annual Regional Grantmakers Conference held in Arusha, Tanzania in 2011. Among these were that the spirit and intent of giving was ingrained in the DNA of Africans; and the need to create an enabling environment to encourage and advance philanthropy through such areas as legislation, transparency and accountability, capacity building, networking and sensitization forums, and recognizing and rewarding philanthropy. Other critical action points from that conference included the need to innovate on grantmaking and giving due to the changing times, economic upheavals and the growing social ills; and the call for sustainability in philanthropic efforts in order to proficiently deal with the social challenges in the region in the long run.

### **Opening Remarks**

*Frederick Bwire Ouma, Chairman of EAAG Board*

The Chairman of the EAAG Board, thanked delegates for finding time to attend the conference and participate in deliberations on how to make philanthropic giving better and sustainable.

He described the Annual Regional Grantmakers' Conference as a great meeting of the minds that was rapidly gaining reputation around the continent as a must attend evidenced by the presence of delegates from countries outside the region. The Regional Grantmakers' Conference had without doubt become a very important and resourceful platform through which philanthropists and grantmakers sought to create new information, and chart new plans on what needed to be done to deal with the many social challenges in the region.

Most socio-economic and political challenges in Africa are blamed on poor leadership and ineffective governance systems. Leadership and governance cover a very broad range of activities, and are essential in the continent's poverty reduction efforts. These include efficient democratic institutions, sound economic governance, effective management and delivery of services by public sector agencies, and the relationships

between the state and other interest groups, including civil society and the private citizens.

Regrettably, Mr. Bwire noted that majority of the local philanthropic efforts harnessed to enhance social development largely ignored governance and leadership yet these were core prerequisites to sustainable development and social justice. It is only in the recent past, that Africa has begun to witness an emergence of local philanthropic initiatives that are making attempts at addressing Africa's Governance and Leadership challenges. Organizations such as the Mo Ibrahim Foundation, Kofi Annan Foundation, Tony Elumelu Foundation and the East Africa based Africa Leadership Initiative East Africa Foundation (ALI EAF) are just but examples of few philanthropic institutions that focus on governance and leadership.

The conference sought to underscore the significance of leadership and governance from three fronts. First is the question of internal governance within Foundations & Trusts. Grantmaking organizations with weak governance structures lack the moral authority to demand for good governance from their partners or even national governments.

Second are the concerns raised by grant seeking organisations to the effect that grantmakers are reluctant to fund the institutional capacity building of the civil organizations including community groups that act as implementing agencies, grantees or beneficiaries but prefer channelling funds to programme implementation. Third is the need to combine and harness the efforts of local grant makers and grant seekers in order to influence issues of leadership and governance at national levels.

A worrying concern in the region is that funding for governance and leadership programme is heavily dependent on foreign donors whereas local Grantmakers continuously pay less attention to governance and leadership initiatives. In as much as many philanthropic efforts are directed towards alleviating the social economic status of the people of Africa, this would be useless in the long run without sound governance and leadership structures.

**“The truth remains that, in as much as many philanthropic efforts will be directed towards alleviating the social economic status of the people of Africa, without sound governance and leadership structures, this will be useless.”**

## Key Note Address

*Eng. J.B Walusimbi, Prime Minister, Buganda Kingdom*

In his keynote address, the Prime Minister of the Buganda Kingdom began by expressing his profound gratitude in being invited to join the delegates in helping to chart out a course for the socio-economic development of the East African region. Discussions held under the conference's theme, Philanthropy, Leadership and Governance, were timely, coming at a time when the region and continent at large was faced with a myriad of social challenges largely attributed to weak governing systems as well as poor leadership. Philanthropy is nothing new to Africans because the concept of giving is part and parcel of the African culture. Generosity is also a mark of good character, of nobility and kindness. It is therefore disturbing to note that there is a lot of suffering among Africans; too many Africans dying of hunger, too many victims of curable diseases and an even higher number of victims of political violence.

Though many Non Governmental Organizations- including Private Foundations and Trusts focused on the issues they thought mattered most in propelling development in the society, a closer look at the issues addressed showed that the efforts dealt with symptoms of poor governance and leadership. If there were sound regional policies that were inclusive of all the needs of the population, and were implemented by skilled individuals, then private and community organizations would only come in to support by providing peripheral skills, knowledge and finances. However, the situation presently does not allow NGOs to focus on closing the gaps in policy development, or policy implementation or financing because they end up doing all of it!"

**"I think it is rather strange to expect outstanding work when you have not invested in the organization's ability to do good work."**

Such a state of affairs resulted in waste of resources, time and eventually, loss of lives. To this end, the theme of the conference was apt, showing the strong linkage between the strength of institutions, the availability of quality of leadership and the effectiveness of philanthropy in the region. Civil society in the East African region need to take up the responsibility of institutional building at macro, meso and micro levels to ensure that good governance and transformative leadership prevailed for assured sustainability and impact of funded programmes.

He appealed to grantmaking organizations not to shy



**"A house cannot stand without good foundation and good governance is a much needed foundation for the institutionalization of philanthropy in East Africa."**

away from funding governance programs due to preconceived ideas that they may be political in nature or unnecessary. Funding governance programs is fundamental as good governance provide the much-needed firm foundation for the institutionalization of philanthropy in East Africa.

The Prime Minister observed that leadership was the twin to governance as strong institutions, had to be led by capable leaders. Philanthropic and grantmaking organizations have to invest in leadership since this would make certain that at community level there were leaders, leaders in waiting and leaders in the making for sustainability of the implemented work in the region. Sound and sustainable partnerships would assist in facing the leadership and governance challenges, including the governments, business society and the community on the road to freedom from poverty.

In closing, he challenged the delegates to actively look for the answers to aid in ensuring there is good governance and transformative leadership throughout the region. In so doing the cogs of the wheel of philanthropy would be better oiled in order for philanthropy to function better in East Africa.



In this session, the delegates heard from presenters and panel discussants that sought to give the differing viewpoints on philanthropy, leadership and governance from both grantmaking and implementing organizations' perspective. The session was intended to give the scope and range of the discussion on philanthropy, leadership and governance and set the pace for the discussions to be held throughout the conference.

### **The Role of Implementing Organisations in Promoting Leadership & Governance**

*Mr. Alfred Nuamanya, Team Leader, Uganda NGO Forum*

Giving an implementing organization's perspective, Mr. Nuamanya described civil society as 'citizen organisations' outside the market arrangement and state infrastructure, thus making them more accountable to the community who were their primary constituents. Leadership was seen as the ability to influence others, an ability that was not determined by the position occupied, but rather, it was a manifestation of service provision. Preparation, perspiration and inspiration were identified as the key components of a good leader.

Good governance, on the other hand was illustrated by the use of power structures for the benefit of all. Leadership and good governance were connected in that leaders were given authority by the citizenry and were expected to use the power derived from the authority given, to use their office or positions in the proper provision of service to the community.

Based on these definitions the role of civil society in promoting leadership and governance was hinged on the concept of public value to the community. Public value could be equated to profits in a business context and could be illustrated by service delivery in tangible and visible outcomes that earned public trust and confidence. If the community could see the public value provided by CSOs then there would be increased giving and resource mobilization as there would be a bigger buy-in on the CSO's mandate as a representation of the community's ideals.

### **The Role of Grantmaking Organisations in Promoting Leadership & Governance**

*Ms. Janet Mawiyoo, CEO, Kenya Community Development Foundation (KCDF)*

In her presentation, Ms. Mawiyoo, described grantmakers as philanthropic organizations that were not on-the-ground implementers, but were catalysts of the organizations on the ground to make desired change in the community. The term 'grantmaker' was

sometimes synonymous with other terminologies like funders and donors depending on the audience and the context. A common mistake made regularly in the region was that grantmakers were organizations that gave 'free' money, necessitating no review and accountability measures.

The Kenya Community Foundation (KCDF) as a grantmaking organization promoted good leadership and governance both internally and externally.

Internally, the organization had proper governance structures due to its nature as both a Trust that managed the resources, and as a Foundation that carried out the capacity building needs of its implementing organizations. To promote good governance both the Trust and the Foundation were headed by different boards of advisors/trustees. As was the norm, with organizational growth went hand in hand with increased and observable challenges of good governance. Consequently, KCDF had put a risk management policy in place, for example, by indemnifying the management team as a contingency on the amounts of money being handled by the organization.

Externally, KCDF undertook capacity assessments and development/support to the community organizations that it funded or supported. This included investing in such activities as board development and learning opportunities for the organizations' leadership. KCDF also continuously endeavoured to look at the funded organizations' needs from a broader perspective which entailed not only looking at the programs that KCDF funded, but rather venturing to give overall capacity development to the organizations. Towards this end KCDF provided a certification process through which organizations went through. Through the certification process implementing organizations acquired much needed credibility and in the long run achieved lasting change for the communities in which they worked.

Overall, good governance took effort and resources and was quite laborious; as such achieving good governance required commitment for both the implementing and grantmaking organizations.

**“Good governance takes effort and resources and is quite laborious; thus there must be commitment from all concerned parties to see it through.”**

## Panel Discussion

### Discussants

**John Ulanga**, Executive Director, Foundation for Civil Society, Tanzania  
**Susan Sarfati**, CEO, High Performance Strategies, Washington DC  
**Janet Mawiyoo** –CEO, Kenya Community Development Foundation (KCDF)- Kenya  
**Richard Ssewakiryanga**- CEO, Uganda NGO Forum

### Moderated by

**Sanda Ojiambo Head of Corporate Responsibility, Safaricom Foundation**  
Summary of Discussions

The role of grantmakers in strengthening leadership and governance was crucial, specifically through example, by ensuring that their internal structures were above board. Grantmaking organizations must take up the responsibility to make investments in the organizations they supported in order to strengthen these institutions and realize sustainable change in the community. There was also a call to create lasting institutions by properly aligning passions driving the human capital and the expected positive outcomes of the implemented programmes, with the structures present in the organization.

Panellists representing grantmaking organizations further noted that the nature of the support and capacity development given to implementing organizations was based on what the CSO determined to be important, as opposed to doing it as a means of pleasing

**“Institutions that last are those that have proper alignment between passion/outcome and the structures in place”**

**Susan Sarfati**

the funding organization. In some of the grantmaking organizations such as Foundation for Civil Society, Tanzania, there were actual thematic areas relating to funding of leadership and governance programmes in implementing organizations. Also, a proportion of the grants given in programme implementation was directly channelled to capacity building of the CSO; as well as the presence of capacity strengthening departments to fully address the capacity needs of the implementing organizations.

Evaluation of implementing organization's leadership and governance would need to take into consideration several factors including assessment of the leadership as a team in its responsibility to carry and run

the organization; how the organization's programmes align with the needs of the community; and the governance structure specifically in the role separation of the board and management.

Collaborations and partnerships amongst citizen organizations, and transparency were also touted as key components of successful organizations. The need for gender parity and inclusion of women and the youth in the leadership of organizations was important to bring diversity and ensure sustainability of the organizations' efforts and interventions.

### Plenary Discussion

During the plenary session the delegates engaged the panellists and presenters in lively discussions to further demystify the role of grantmaking and implementing organizations in promoting good governance and leadership in philanthropy.

Of note was the call to have young people included in leadership and governance structures that would comprise of young people as the leaders-in-waiting and leaders-in-the-making for sustainability of implemented programmes. Grantmaking organizations were also challenged to have deliberate programmes that targeted the youth and youth-led organizations since East Africa had a predominantly young population with young innovators. In the same breath, it was agreed that the concept of gender parity in leadership propagated the win-win formula of women and men working together for the betterment of society, and should thus be encouraged and cultivated.

Implementing organizations were also encouraged to take advantage of non-monetary grants from grantmaking organizations that comprised of expertise and knowledge on a variety of issues. This was based on the understanding that grantmaking organizations had the advantage of aerial and big-picture viewpoints that could be beneficial to implementing organizations, for example, pairing an organization with fundraising needs with one that has fundraising successes and capabilities

Grantmaking organizations were challenged to view funding of capacity building as a necessary component for supporting implementing organizations to do their work better for lasting change in the society. Delegates noted with concern that the role of civil society was not only based on addressing the pressing issues of communities, but also in finding out why these issues existed in the first place. Such assessments would be on the policy level, which most grantmakers were not keen to fund. In their reluctance to fund such a key area grantmakers were unknowingly propagating the frameworks that perpetuated poverty in the region. The example of KCDF's involvement in the development of the regulatory framework for the Unclaimed Assets Act in Kenya was



seen as a step in the right direction. This was because involvement in such a structural policy would benefit the target communities (women, widows, orphans) that KCDF sought to impact in the long run.

In conclusion, it was generally agreed that there was no set way to measure leadership and governance. However, since they were very crucial elements in bringing about the desired change in the communities that grantmaking and implementing organizations worked in, it was imperative to have both these organizations constantly and critically

involved in making sure that good governance and transformative leadership was achieved and maintained at all levels. This could be achieved through such measures as continuous review and evaluation, and recognizing and awarding excellence in good governance and leadership.

## Session 3: Resourcing Leadership and Governance Programmes

Session Chair: : Beatrice Mgaya, CEO, Social Action Trust Fund, Tanzania

*The delegates heard from two organizations showcasing sample studies of programmes in their organizations that had successfully mainstreamed institutional support. The presenters were drawn from both an implementing institution and a grantmaking organization to give a balanced view from both perspectives.*

### **Mainstreaming Institutional Support in Implementing Organizations: A Case Study of the Action for Strengthening Good Governance and Accountability Program in Uganda**

*Ms. Regina Bafaki, Executive Director Action for Development (ACFODE)*

ACFODE is a national and indigenous women's organization that was established in 1985 with a focus on advocacy for Gender Equality and Women's Empowerment in Uganda. At that time, ACFODE was implementing a project, Action for Strengthening Good Governance and Accountability. The project was funded by the European Union and was implemented in partnership with Konrad Adenauer Stiftung (KAS) in 11 districts in Uganda. Its overall objective: was to contribute to the enhancement of democratic processes and accountability at the local level in Uganda. It was based on the reasoning that building the capacities of the organizations at the grassroots would empower communities and bring lasting change and desired impact on the ground.

### **Lessons in Mainstreaming Institutional Support in Implementing Organizations**

In this project institutional support included building the capacity of implementing organizations through direct budget support in such items as salaries, staff development welfare and capital costs. Other support comprised of consideration of project staff costs as programme costs, provision of adequate project funding to include such items as development of annual reports, carrying audits and strategic planning staff retreats.

Enhanced relationships between grantmaking and implementing organizations played a critical role in institutional support and eventual success of implemented programmes. Such relationships were characterized by key activities as grantmakers' involvement in the strategic plan development of implementing organizations, organization of forums for shared learning and periodic field visits by grantmakers. In addition, formation of personal relationships by individuals within grantmaking and implementing organizations was crucial for successful partnerships.

By and large, it was seen that mainstreaming institutional support for grant making was at the heart of ensuring sustainability of both the implementing and grantmaking organizations' programs. This was because well-supported implementing organizations executed impactful programs that were also a success for the grantmaking institution. Mainstreaming institutional support was a win-win for both the implementing and grantmaking organizations and brought the desired impact and sustainability to the community programmes being implemented.

### **Mainstreaming Institutional Support and Strengthening Programmes in Grantmaking: The Case of ACT Change Transform (Act!) In Kenya.**

*Anthony Kariuki, CEO, Act!*

Act!'s (formerly Pact Kenya) mission is to strengthen individuals and organizations to be effective agents of positive change through capacity development (CD) and grant making. This is achieved by making CSOs effective agents of positive change that lead by example in demonstrating effectiveness and efficiency.

### **Nature of Support to Implementing Organizations**

The nature of support from Act! to its partner organizations took four distinct approaches namely: Capacity Development, Organization Development, Grantmaking and Management and Strategic Consultancies. Through this four approaches Act!'s support was able to strengthen skills and abilities of individuals and organizations; and improve organizations' performance for sustainable change. This, it did through a variety of tools including tailor made training, coaching and mentorship programmes on such issues as leadership and governance, resource mobilization and implementing policy change. Act! also actively encouraged network strengthening in its partner organizations working in similar areas and supported by developing the capacities of networks in joint advocacy, sustainability and network governance and management. In addition, Act! issued grants to partner organizations for facilitate capacity and organizational development. Such financial resources enabled the recipients to cater for their operational costs, including salaries for project staff, as well as project implementation costs.

### **The Kenya Civil Society Support Programme (KCSSP)**

KCSSP was a 7-year program, funded by USAID that targeted NGOs and other CSO's to enhance their capacities in building their mandate for critical reforms in democratic governance in Kenya. The programme monitored the activities of the Government of Kenya and provided critical service to constituents. Act! through KCSSP supported



**“Leadership and governance are a critical part of success and impact but they require both effort and money; it is not an ‘either/or’ question!”**

**Anthony Kariuki,  
CEO, Act!**

constitutional reform in Kenya from 2008.

### **Lessons from the Kenya Civil Society Support Programme**

Through this programme, Act! garnered some lessons in capacity development amongst them that grantmakers have an upper hand in capacity development and can influence the nature and momentum of organizational capacity of implementing organizations. It was necessary to have interventions in institutional capacity building that went beyond the funded project's lifetime for assured sustainability. It was also crucial to have holistic capacity development that encompassed the individuals as well as the institution.

Largely, though there were successes in institutional support, there was still a long way to go. This was

because leadership and governance were a critical part of the success of implemented programmes in the communities, and thus resolutely required effort, time and money. In addition capacity development had to be implemented with prudence by carrying out proper prior organizational assessments. This was in line with the strong belief that institutional capacity building had to be customized to different organizations based on the organizational assessment done, as there could not be a one-size-fit-all intervention.

### **Plenary Session**

During the plenary discussion, the delegates involved the presenters in lively debate and agreed on a series of issues, among them:

### **Trends in Leadership and Governance**

There is generally lack of a strong mentoring mechanism to bring new leaders within the CSOs working in the various fields in the region. Civil Society Organisations existed in the same environment that other organizations did, such that if bad governance was pervasive, it was also inculcated in civil society. There is therefore need to change the trends in leadership and governance by actively having interventions that would promote such practices as having leaders in waiting or in making; and encouraging a culture of service delivery in governance. Such interventions could include having

youth debates on pertinent issues and encouragement of women to take up leadership positions, as was the case in some parts of Kenya. CSOs should be actively involved in promoting good governance through strategies such as development and refinement of board manuals so as to distil the character and management of positions of leadership.

### **CSO Exit Strategy on Projects**

CSOs and CSO networks should be encouraged to deliberately think of exit strategies on the projects being implemented, as each project was finite. This would reduce the confusion and anxiety experienced when project funding comes to an end. For this to work, grantees would need to build good relationships with their grantors so as to work together on formula of self-reliance for the implementing organization once funding was stopped.

### **Grantor-Grantee Relationship**

Success of the implemented projects is immensely hinged on the nature of relationship between the grantmaking institution and the implementing organization. Acrimonious disagreements between grantors and grantees have been noted with each party feeling that the other did not understand their standpoint. It is therefore important to establish relationship a grantor-grantee based on trust. Such trust could only be built through consistent and persistent involvement of both parties beginning with project design and conceptualization and throughout its implementation. Also, each party need to clearly understand its role- that of the grantee being to implement on the ground activities and that of the grantor being to empower the CSO to provide the relevant service to the community. A good relationship between the grantor and grantee is determined by the grantee's level of transparency and accountability in order to show the value of the money invested by the grantor.

### **CSO Collaboration in Institutional Capacity Building**

Collaboration of like-minded implementing organizations and coalitions was seen to be an efficient way of accessing resources, including funding and expertise, in capacity development. In such a case CSOs with joint needs could make efforts to make joint requests on training, learning, networking and other areas of capacity development. Grantmaking organizations would then provide the facilitative role to cohort groups of implementing organizations in the various areas. Participants learnt that Act! had already begun to implement this strategy and was recording positive results.

*In this session the conference sought to scrutinize the role of government in supporting philanthropy with the background of Public Private Partnerships (PPPs). Delegates in the conference were to examine whether there was an opportunity to promote philanthropy in PPPs and how that could be achieved.*

### **Promoting Philanthropy through Public-Private Partnerships; Case Study of the PPPH- Kenya Initiative**

*Dr. Amit Thakker – Vice Chair, Public Private Partnership Health- Kenya Initiative (PPPH-Kenya)*

The Public Private Partnership Health- Kenya Initiative was an example of a Public Private Partnership being implemented in Kenya. It is made up of 16 board members drawn from State and non-state actors to foster dialogue on key and emerging issues linked to health PPPs. The Ministries of Public Health, Medical Services and Finance represent the state. On the other hand, the Non State Actors include, among others the Kenya Private Sector Alliance (KEPSA), Kenya Health Federation and PHP representing the for-profit organizations; and Catholic Secretariat, Christian Health Association Kenya (CHAK), Health NGOs Network (HENNET) and Supreme Council of Kenya Muslims (SUPKEM) representing the not-for-profit organizations.

The PPPH-Kenya engagement processes had suffered challenges and enjoyed some successes as well. Among the challenges were that there was a pervasive negative attitude towards PPPs that led to resistance and lack of commitment in high levels of government. In addition, there were problems of balance in ensuring that all the three represented sectors were in consensus in all the issues concerning the engagement process and implementation of programmes. Other challenges were donor interference through donor-preferred funding areas and the predicament of trying to balance between focusing on PPPH priorities on the ground, and providing the necessary energy in the policy process.

On the other hand, the process had also achieved significant milestones including institutionalization of the dialogue process in all sectors; approval of PPP Unit's Terms of Reference and staff assignments from the health ministries; and a growing trust, participation and spirit of collaboration in all sectors.

In conclusion, effective public-private collaboration depended on having a good overview of the state of affairs (public) and sharing of relevant information on pertinent issues (private). Grantmakers had an obligation to become part of the process as PPPs would holistically and ably battle the root causes of the social ills that philanthropy sought to address in the region.

### **Panel Discussion on Whether or Not to Engage Government in Philanthropy**

#### **Discussants**

**Kepta Ombati- Programme Manager, Akiba Uhaki Foundation**

**Amadeus Kamagenge, Training, Research and Participation Specialist Tanzania Social Action Fund (TASAF), Tanzania**

**Ruth Musoke- Director Member Services, Private Sector Foundation Uganda**

**Dr. Amit Thakker – Vice Chair, PPPH-Kenya**

Panellists engaged in a debate on the extent to which civil society and grantmakers should engage with governments in their community interventions. Notably, there was broad consensus that engaging government essential as the state had a mandate and broader reach to deal with the socio-economic hindrances faced by its population.

However, the nature of engagement should be structured in order to address social ills from a policy level and ensure that there was accountability and transparency of public goods. PPPs could provide the desired structure in engaging with the government by ensuring that PPPs were well understood by the citizenry including their frameworks of operation and the nature of service delivery.

**“It would be a disservice to our communities if civil society’s cooperation with the government were to promote or advance corruption. Engaging with government must take into consideration the history of government partnerships in the last 50 years or so of independence in the region, and ensure that this time the nature of engagement deals with the root causes of social ills as opposed to addressing the symptoms.”**

**Kepta Ombati, Programme Manager, Akiba Uhaki Foundation**



Civil society organisations should tread carefully bearing in mind that their existence was as a result of failure by governments to provide essential services to its people. As such, partnerships with government should be above reproach, and not promote corruption through practices such as tax evasions, negligence and cover-ups. Partnerships with the government can only be termed as good if they succeeded in rooting out the causes of social ills as opposed to merely addressing their symptoms.

### **Plenary Discussions**

During the plenary discussion, concern was raised with the nature and extent to which the three different sectors- business sector, public sector and civil society - could work together. Governments in the region seem to prefer to work with the business sector as opposed to the civil society while mutual suspicion exists between civil society and

business sector. To make the PPPs work, it was agreed that the three sectors must work together to bring about the desired change; of wealth creation beyond poverty reduction, at the grassroot levels.

Partnership of the three sectors could considerably reduce dependence on donor funds from the West and result in increased local giving and resource mobilization, a potential practice that is yet to be fully utilized in philanthropy in the region.

## Break Out Session 1.

### Towards Self Regulation: Accreditation and Certification Mechanisms for Non Governmental Organisations

*This session examined the role of civil society self-regulation Mechanism and its on service delivery. The presenters discussed attempts at self regulations and benefits of accreditation and certification mechanisms.*

#### a) The Viwango Initiative in Kenya

*Mr. Gerald Walterfang Mwangi, CEO, Viwango*

Viwango which means Standards is a self regulation initiative by Kenyan CSOs aimed at addressing the ideals of transparent and accountable governance and leadership in CSOs through implementation of minimum standards and certification. Its vision is a civil society credible to contribute to the transformation of society. The Self Regulatory Initiative was yet to be executed but was well thought out with over 6 years of consultative national CSO dialogues in Kenya preceding its initiation

Highlights on the Viwango Self Regulatory Initiative were as follows:

#### Why the need for a Self Regulatory Initiative?

Amongst many other reasons, the rationale on which the Self Regulatory Initiative was created was to deal with a variety of issues including:

- i. The growing global trend toward self-regulation/standards in the civil society. Self-Regulation was an emerging trend in the governance of social and economic activity-at national and international levels. In addition there was more extensive self regulation in the corporate and state sectors than in the civil society sector
- ii. To deal with the increasing public distrust of the civil society sector in which the perception of the public towards NGOs and CSOs was that of noisemakers and organizations that lacked sustainable growth. This was the perception despite NGOs and CSOs active involvement in virtually all sectors including health, human rights, education, media, agriculture and many more

- iii. To provide CSOs with a common code or standards which would guide how they operate in order to appear and maintain a high level of professionalism, transparency and accountability to their public

#### What are the benefits of a Self Regulatory Initiative?

The advantages cited in implementing the Self Regulation Initiative were, among others that it would:

- i. Build public trust and increase CSO credibility to stakeholders as it provides a basis for accountability
- ii. Help in weeding out rogue CSOs, as it would signal quality and professionalism to donors and other stakeholders. It would also help certified organizations to stand out in an increasingly competitive and crowded field with shrinking resources
- iii. Give a clearer and louder voice to the civil society when engaging with other partners such as government as it would enable CSOs to speak with one voice and indicate collective efforts
- iv. Promote networking, learning and sharing of good case practices and quality performance amongst organizations in the civil sector

#### What are the opportunities for philanthropy for a Self Regulatory Initiative?

Some of the identified areas of convergence and opportunity for Viwango Initiative and philanthropy were:

- i. The pursuit to develop a breed of CSOs that legally constituted and have a culture driven by their visions and missions as originally intended
- ii. Active involvement in the development of ethically influenced work plans and programmes in CSOs that were effectively managed through proper systems and policies
- iii. Contribution towards encouragement of partnerships and collaborations that would be driven by self reflection in providing service to the public

Viwango Initiative was fully committed to the Self Regulatory Initiative as its contribution towards making certain that the civil society was vibrant, professional,



credible and sustainable in dealing with the socio-economic agenda of Kenya and the region in general.

#### **a) The QuAM Initiative in Uganda**

*Bonnie Kiconco Mutungi, Coordinator, National Coordinator NGO Quality Assurance Mechanism (QuAM) Uganda*

The NGO Quality Assurance Certification Mechanism (QuAM) is a voluntary internal self-assessment and regulation mechanism initiated to strengthen the internal governance of NGOs by supporting NGOs to enhance their capacity to uphold accepted standards and ethical conduct. Developed for and by NGOs working in Uganda, QuAM and self-regulation emerged as a result of a stronger call for credibility and accountability in the Ugandan civil sector. The QuAM development process was done under the patronage of two national networks. That is; the Uganda National NGO Forum (UNNGOF) and the Development Network of Indigenous Voluntary Associations (DENIVA).

#### **The QuAM Rationale**

The QuAM was developed in order to:

- i. Set out principles and definite standards of behaviour for responsible practices with an aim of protecting the credibility and integrity of civil society organisations in Uganda
- ii. Provide an opportunity for CSOs to subject themselves to the same level of scrutiny as they demand of other actors in society
- iii. Regulate the conduct of NGOs as a benchmark to enhance both internal and external credibility and accountability in the NGO sector
- iv. Enhance CSO's legitimacy by demonstrating their accountability, their openness to public scrutiny and their adherence to acceptable ethical standards of behaviour

#### **Getting a QuAM Certificate**

The process of acquiring a QuAM certificate involved issuance of three different levels of a quality certificates namely:

- i. Provisional Certificate that applied to NGOs that were recently created and

had met selected minimum quality standards. Organizations with this certificate were then liable to apply for full certification after one year.

- ii. Full Certificate that was issued when an organization met all minimum quality standards
- iii. Advanced Certificate, issued to an NGO that met all minimum standards above as with a Full Certificate requirements as well as standards for improvement.

In the certification process, obtaining any of the mentioned certificates is not a legal requirement, but once issued, the provisions of a certificate are binding to the certified NGO.

#### **Benefits of QuAM**

Among the many benefits of the QuAM was its overarching contribution to institutional leadership and governance as was illustrated by:

- i. The nature of QuAM as a progressive, non-threatening instrument to internal self-governance, designed to enable NGOs at different levels of development to grow over time
- ii. QuAM's subtle nudge towards maintenance of high standards since it ensured that there was genuine appreciation of principles and practices, as opposed to enforced conditioning. History had proven in various sectors that enforced conditioning led to organizations' artificial compliance to standards without necessarily believing in them
- iii. QuAM's promotion of increased public trust due to NGOs' voluntary public transparency and accountability in programme implementation and operations. This also contributed to increased citizens' participation in the public agenda and social cohesion in the community
- iv. The QuAM also assisted in strengthening partnerships amongst NGOs, between NGOs and the government, and between NGOs and the donor community

#### **Achievements of QuAM**

Though still regarded as a new concept by many NGOs, the QuAM had several successes to its name, some of which were:

- i. Recognition of the QuAM by NGOs, development partners and government as a valid standard certification process. For example the QuAM was recognized in the 2010 NGO Policy and Regulations
- ii. Much of the QuAM infrastructure was in place including; the QuAM Assembly, a fully established and functioning National Council, a fully functioning secretariat; hosted by DENIVA, the QuAM Committees present in 23 districts and the QuAM Strategic Plan
- iii. Progressive compliance of NGOs that had already gone through the process and testified to the importance and impact of Self Regulation in their operations. These organizations included: *Plan Uganda, DENIVA, Uganda National NGO Forum, ACCU, Stromme Foundation, UWASNET, HURINET, among others.*
- iv. The presence of about 30 more NGOs which were awaiting to be awarded certificates within the year

### QuAM and Philanthropy

Philanthropy worked better with credible and accountable organizations. As such, an initiative like the QuAM self-regulation mechanism was necessary in promoting effective accountability among charity organizations. Streamlined and acceptable mechanisms like QuAM could be used as a benchmark for philanthropy, as they would ensure compliance with reporting requirements, internal operations, laws and regulations.

QuAM was one of the most important developments in the NGO sector in Uganda with support from a cross section of local and international NGOs and other partner sectors. In a region facing a moral crisis in the public and private sector, philanthropy had to be based on such initiatives like QuAM, which aimed at inculcating moral impulses that would percolate through the entire society. The onus was on grant-makers in East Africa to adapt and respect the values and principles that were inculcated in the QuAM as a means of deepening similar initiative and promoting good governance in Uganda and the region at large.

### Re-Examining the Legal Environment for Civil Society Organizations: Case of Kenya's Public Benefits Organization (PBO) Bill

*Thomas Kirongo, Project Manager CSO Reference Group Secretariat*

The Public Benefit Organizations (PBO) Bill is a new Bill providing for the enactment by Kenyan Parliament of a new Act for the formations, operations and growth of Public Benefits Organizations (PBOs). The Bill seeks to establish a regulatory and institutional framework within which Public Benefits Organizations conduct their affairs and for such other connected purposes. The Bill was necessitated by the existence of multiple registration and regulatory regimes governing the Not for Profit Sector, making it difficult for effective legal and statutory compliance and accountability. Enshrined in the Bill are clear guidelines on the nature, operations, regulation, internal control mechanisms and nature of collaborations with other actors such as government for the CSOs.

Specifically, the objectives of the Bill are:

- i. To facilitate the formation and growth of Public Benefit Organizations (PBOs) in order to strengthen civil society, promote social welfare and improve the conditions and quality of life for the people of Kenya;
- ii. To encourage public benefit organizations to maintain high standards of governance and management;
- iii. To establish an effective regulatory and institutional framework for PBOs;
- iv. To Promote compliance by Public Benefit Organizations with legal and statutory obligations through exercising effective control and management over the administration of their activities and funding;
- v. To promote a spirit of co-operation and shared responsibility within government and among donors and other interested persons in their dealings with Public Benefit Organizations.

### The Value of the PBO Bill to Philanthropy

Once enacted by parliament, it is expected that the PBO Bill will encourage grantmaking in Kenya and eventually in the region through:

- i. Creation of an enabling environment for the growth and operation of the CSOs. This would include a facilitative legal, regulatory and institutional framework for the conduct of CSO affairs
- ii. Expectation of higher standards of good leadership and governance from CSOs, making it necessary for CSOs to maintain high standards in their internal governance and practice transparency and accountability. This would in turn increase public goodwill and trust in CSOs and eventually, augment the public's desire to give to local organizations
- iii. Enhancement of co-operation and a sense of shared responsibility by all stakeholders in the CSOs sector through proper collaborations, networks and partnerships

The PBO Bill provides an opportunity for the Kenyan civil society sector to reverse the trend of overly restrictive and ineffective regulation in sub-Saharan Africa and develop a regional beacon, helping to encourage better practice elsewhere in the continent.

### **Plenary Session on Creating an Enabling Environment for Philanthropy**

The delegates engaged the presenters in discussion on civil society self regulation, specifically in these main areas:

#### **Role of government in the Certification Process**

The presenters assured the delegates that the QuAM and Viwango Initiative were voluntary self-regulation mechanisms that were not government driven. They were to be chosen by the NGOs in the two countries without being compulsory instruments. This was because the principle behind their creation was self-regulation to promote internal governance and good leadership in the civil society sector. However, the member governments had recognized and lauded the efforts of both initiatives and in Kenya the PBO Bill would give the enabling environment to encourage self-regulatory bodies such as the Viwango Initiative in their work

#### **Fairness in Big NGO vs. Small NGO certification**

Concern was expressed that such certification processes, as QuAM and Viwango Initiative could favour larger organizations as opposed to the smaller ones. Of note was the fact that both initiatives had levels of certification that would be comfortable for both large and small organizations. QuAM had the different certificate levels – provisional, full and advanced certificates – whilst Viwango intended to have 3 different

certification levels namely bronze, silver and gold so as to have all organizations on board.

#### **Integrity of the Certification Process**

Integrity of the certification process is crucial to ensure that all organizations are treated without discrimination or prejudice. The participants were informed that in both initiatives, the certification process contained various vetting organs. The QuAM had 3 namely, the National QuAM Council (independent of any single NGO), the District Quality Assurance Certification Committee at the district levels and the Public or Beneficiary to which the NGO served. On the other hand the Viwango Initiative planned to have Viwango Secretariat, a Voluntary Team of Assessors and an Independent Certification Council made up of actors outside the NGO world.

## Break Out Session 2

### LEADING FROM THE FRONT: ENHANCING CITIZENS PARTICIPATION

*This session looked at involvement of youth and women in community work and looks at how these important but often ignored players play a leading role in promoting philanthropy in communities.*

#### Youth and Philanthropy

*George Awalla, Programme Development & International Placements Manager, VSO Jitolee*  
VSO-Jitolee is an independent international development organisation that works through volunteers to fight poverty in developing countries. Principally, VSO promotes volunteerism and leadership among the youth mainly by engaging them in decision making and ensure that they are active actors both in self and community development:

There is great value in enhancing youth participation in volunteerism including:

- i. Building social capital and promote social cohesion
- ii. Providing young people with a chance to contribute to the social and human development of their communities
- iii. Promoting tolerance and understanding in their locales and the world over
- iv. Enhancing a culture of giving back to the communities

Two examples that stood out as key successes in youth volunteerism and philanthropy were the National Youth Volunteering Scheme in Kenya (NYVS – Kenya) and the Fair Climate Youth Enterprise Programme in Uganda.

The National Youth Volunteering Scheme in Kenya (NYVS- Kenya) is a scheme in partnership with the Ministry of Youth Affairs & Sports (MOYAS) in Kenya and VSO Jitolee implemented in 11 districts of the Kenyan Coast – 2010. The project aimed at strengthening existing youth initiatives on volunteerism and volunteer serving organizations with the aim to engage more young people to take a proactive role in community development. Amongst the successes of the scheme were skill developments in the youth including leadership, public speaking, research and planning, and resource mobilization skills. 40% of the youth whose skills were developed were able to retain permanent employment at their volunteer placements. There was also structured formation of youth networks within communities that allowed the youth to access

funding from the MOYAs for youth initiatives.

The Fair Climate Youth Enterprise Programme in Uganda is a social entrepreneurship project funded by Ben & Jerry's, that funds the best enterprise idea on how to address climate change as a means of bringing to life ideas that solve issues affecting the community. In the project 15 National Youth Volunteers & 15 European Youth Volunteers in Rwenzori and Kasese Districts engaged with the wider community, in group learning for combined action. The key successes from the projects were the empowerment of the youth with entrepreneurship skills to enable them to start and develop their own business ideas. In addition the youth acquired seed money to bring the best enterprise to life after the project and created investment opportunities for the income from the enterprises.

Of import to East African grantmaking was VSO's near future research to ascertain viability of Regional Youth Volunteering in East Africa.

#### Women and Philanthropy

*Monica Mutuku, Consultant*

Borrowing from a series of studies done on philanthropy in the continent and abroad, Ms. Mutuku's presentation sought to show the enormity of women in philanthropy over time and in different geographical and socio-economic levels. Women's giving as volunteers throughout history had often been part and parcel of societal transformation or reform.

As such, women's contribution in society was reviewed in the contexts of different forms of philanthropy, whether individual or institutional; the sources of women's giving, be it from individual wealth or family resource and; the issues being addressed ranging from social to economic challenges..

#### Issue Based Giving in Women Philanthropy

Women philanthropy all over the globe was often shown to focus on issues of disadvantage and social change. Some of the leading areas for women funding globally included girl child education and health matters. However, over time, influencing public policy and advocacy for selected causes were gaining ground as issues of interest to women philanthropy. Also notable were awareness raising about issues of concern to women from all ethnic, racial and demographic background worldwide This included putting gender-specific issues on the map for both governmental and non-governmental organizations globally.



### Sources of Giving in Women Philanthropy

Studies indicated that overtime women had continued to influence positive change in society even as their economic status improved. In Africa, most of the large strides made in empowering individuals and communities were largely attributed to women's efforts. For example professional middle class women had adopted HIV/AIDS orphans, set-up Charitable Trusts and undertaken training and information to poor areas. Globally, wealthy women often used their power and influence to build civic connections benefiting a variety of causes in society.

Women philanthropy had set new trends fundraising by soliciting funds from non-traditional sources. These included emerging women founded trusts formed from reversed traditional inheritances previously held only by males. Also, women tended to be more open and willing to take advantage of changing socioeconomic phenomena such as the new wealth generated by information communication and technology (ICT). Moreover, the advancement of technology created new arenas of wealth creation with its own attendant need for support systems in areas such as fundraising, strategic planning, organizational development and leadership, which women tapped into continuously and persistently.

### Form of Giving in Women Philanthropy

Fundamentally, women philanthropy was not always necessarily about money, as women had been known to volunteer time and expertise to deal with their community challenges. Women had been predominant actors in philanthropy of community where community members helped one another based on the principles of mutuality and reciprocity.

Through the principles of mutuality and reciprocity, women's giving went further than monetary contribution and included in kind support and volunteered time translating admirable impact at the community level. In the developing world women remained key public and community providers of voluntary services undertaking socially minded work at the grassroots level to ensure community survival and success

### The Future of Women and Philanthropy

Modern philanthropy was based on social change, which advocated for grantmaking based on the principles of social economic and political participation. As such, the future of women philanthropy would involve courageous foray into social justice philanthropy in order to achieve the desired change. Social justice philanthropy entailed overcoming current injustices while building solutions for a better world; a concept that would

resonate with women from all walks of life. Social justice philanthropy would resonate with women as throughout history and in contemporary times, women had and continued to experience disadvantage or prejudice.

However, the pursuit of social justice and social change for women would only be made viable by building strong philanthropic institutions, capable of dealing with the controversial and complexities of advocacy and engagements with governments.

Predominantly, global peace, security and social change could not be assured without the participation of women. Women philanthropy was a platform for women to ably participate in providing lasting solutions to their communities.

### Plenary Session on Leading from the Front: Enhancing Citizens Participation

During the interactive session, it was noted that attaching and showcasing the value of women's contribution in philanthropy in society had been a challenge. Consequently, there was a need to document efforts made by women in philanthropy. It was noted that the legacies of women in philanthropy instilled a culture of giving across the various tiers of family. Additionally, it was agreed that there was a need to sensitize men on the importance of giving and community engagement.

It was also noted that the incentive in youth volunteerism is not money (stipend) but rather ensuring that young people are put in positions and departments that they have a passion for. Specifically in corporate organizations, this could be achieved by conducting staff audits. In addition VSO advised that there was a need to understand the model that best suit an organization before commissioning a volunteer campaign. Discussions continuously reaffirmed the importance of building knowledge about the youth in order to inform youth programmes.

Women and youth philanthropy was commended for focusing on the people and enhancing transformational change at the community level. The governments in the region were urged to build confidence in women and youth philanthropy by providing a policy environment that supported their contributions to development.

**“Encouraging women to take part in political responsibility is fundamental to social change.”**

**Monica Mutuku, Consultant**

## Session 3: The East Africa of Tomorrow– Future of philanthropy

Chaired by John Ulanga, Executive Director, Foundation for Civil Society, Tanzania

### Philanthropy as a Catalytic Agent for Regional Integration: A Case for the Establishment of the East African Community Development Fund (EACDF)

*Dr James Njagu, Head of Resource Mobilization, EAC Secretariat*

Dr. Njagu introduced the delegates to the proposed East Africa Community Development Fund, whose purpose would be to: address infrastructural development issues, development imbalances, investment promotion and other development issues in the EAC Partner States for the advancement, deepening and acceleration of regional integration.

#### The Rationale of Establishment and the Nature of the EACDF

The justification on the need to establish a Fund for the EAC partner states was that:

- i. The EAC Treaty supported the mobilisation of resources as stipulated in Article 132(4) of the Treaty
- ii. The EAC Treaty provided for sourcing of extra budgetary resources from such areas as donations, grants; and income earned from activities undertaken by

the EAC

- iii. The 4<sup>th</sup> EAC Development Strategy 2011 - 2015 emphasized on the necessity of pooling resources and exploring modalities for increasing EAC's resource base as provided for in the

In establishing the EACDF, the EAC Secretariat had carried out a study on its modalities, operations and frameworks. The study involved a consultative process of desk reviews; consultations with regional institutions that operate similar Funds; consultations with the Secretariat; and consultations with Partner States Government officials and non-state actors that included the private sector and civil society.

The key findings of the study comprised of: the proposed funding modalities; sourcing of resources; criteria for eligibility; conditionality for drawings; projects and investments to be supported and; governance and management of the Fund

Consequently the established Fund would have the following characteristics:

- i. Governed and managed by a Governing Council, Board of Directors, and the Fund Management which would include a Director and Staff of the Fund.
- ii. Governed and managed based on the principles of: operational efficiency; all



inclusive participation of stakeholders; cost effectiveness; ownership and; in conformity to the provisions of the Treaty establishing the East African Community.

- iii. Provide support and financing to any agency, instrumentality or political subdivision of a Partner State, or to any entity or enterprise operating in the territory of such a Partner State, as well as to any international, regional or sub-regional agency or entity concerned with development in the EAC region.
- iv. Obtain its resources from contributions from the EAC Partner States. These resources would also be complemented by innovative mechanisms of mobilizing additional resources from Development Partners and Non State Actors, private sector and Multilateral Agencies (MLA's).
- v. Support projects and programmes in a variety of areas comprising of Infrastructure development; industrial development; energy production and supply; information and communications technology; agriculture and food security; environment and natural resources; investments and; legal, institutional and judicial reforms among others.
- vi. The criteria for eligibility of supported projects and programmes to include their nature in regional reach, congruence with national and regional development ability to meet the obligations of the loan or grant and how well they concur with the EAC partner states objectives, among others:

### **Next Steps in the Establishment of the EACDF**

The plans to establish the EACDF were at an advanced stage with the EAC Secretariat being involved in consultative meetings with the EADB on the implementation modalities between the EADB and EACDF. EADB was the main funding partner for the EACDF. In addition, the EAC Secretariat was also in the process of developing a Bill for the EACDF.

### **EACDF and East African Philanthropy**

Of concern to the EACDF staff was the fact that very few East Africans invested in the East African integration, with most of the funding come from Western funders. Specifically, of the 148 million dollar integration budget, development partners from

the West provided over 60% of the resources amounting to about 98 million dollars. Without the East African's buy-in, the EAC development agenda would not be owned by its prime consumers; the East African citizenry. The Development Fund encouraged local/private investment through such ways as venture philanthropy and capital development among many other sources of local resource contribution. East African philanthropists were challenged to make a worthy investment in order to ensure that the natives of the region drove the Community's development agenda.

### **Panel Discussion on the East Africa Regional Integration and the Proposed East Africa Community Development Fund**

In the panel discussion, the discussants agreed that the idea of an integrated development fund was remarkable especially in enabling the pooling of resources towards addressing the issues plaguing the region. They cited the presence of linguistic and cultural synergies that already existed among the East African people that could be used to attract development through integration in the region. They also agreed that the strides made in technology such as mobile solutions including MPesa and M-Health had bound the people of the region further as access of service had been made easier to people of all walks of life.

Nevertheless they noted that the integration process was marred by a variety of challenges, the foremost being lack of trust of the citizenry of the partner states, specifically at the grassroots levels. Many people felt that the EAC only existed in Arusha (at the EAC Secretariat) and its operations were not of their concern. The panellists observed that the feeling amongst the citizenry in the region was that the regional integration process was more of a landmark on paper than it was integration in spirit and attitude of the East African people.

They suggested that there was an urgent need for the EAC Secretariat to embark on an intense awareness campaign in order to let the people in the region understand the integration process and the opportunities it represented to and for them. They also called upon the Secretariat to address genuine concerns of the region in a quick and genuine manner, whilst learning from and avoiding the mistakes of the European Union.

The discussants also cautioned the EAC Secretariat to seek out ways that would make EACDF attractive to East African philanthropy as giving could not be coerced.

In his response to the issues raised by the panellists, Dr. Njagu concurred that indeed there was mistrust in the integration process, including the high level offices of the

partner states. Protocols endorsed in boardrooms were rarely implemented, as partner states could not agree on the signing of the relevant implementation frameworks and policies. In addition, based on its history of collapse in 1977, which was largely believed to be political fallout, the current EAC was unfortunately political in nature and thus had a very top-down approach. This resulted in lack of awareness to the common man on the nature of the integration and the opportunities arising from it.

With the state of affairs in the integration process being what it was, the panellists agreed that the challenge and obligation was on the civil society in the region to be well involved in the process. It was imperative for the civil society to become an active participant in establishing relevant structures and modalities that would make the integration process efficient and effective. In this way, the citizenry would be correctly and fully sensitized on the process and its cause-effects. This would, in the long run, ensure that the political representation at the East African Legislative Assembly (EALA) and the judiciary would be pushing the regional development agenda according to the wishes of the East African people. In line with this, EAAG was encouraged to apply for observer status at the Community representing the local grantmakers in the region.

**“The civil society in East Africa needs to seize the moment and ask: ‘what can we do for the EAC,’ and not ‘what can the EAC do for us.’ Only in this way can relevant structures be established towards ensuring that the regional integration process is efficient, relevant and effective to the East African people.”**

***Dr James Njagu, Head of Resource Mobilization, EAC Secretariat***

## **CONTEMPORARY INITIATIVES SUPPORTING THE GROWTH OF PHILANTHROPY**

In this session, delegates were informed of future opportunities that were intended to support the growth of philanthropy in the region. These were the Rockefeller Foundation's Bellagio Initiative and upcoming grantmakers' conferences in the region and beyond.

### **The Bellagio Initiative: The Future of Philanthropy and Development in the Pursuit of Human Wellbeing**

*Mwihaki Kimura Muraguri, Associate Director, Rockefeller Foundation*

Ms. Muraguri introduced the delegates to the Bellagio Initiative, a series of global consultations to produce a new framework for philanthropic and international development collaboration in pursuit of human wellbeing. The initiative was created in order to aid the development of philanthropy in the context of the ongoing global scarcity, complex risks and inequities. The Institute of Development Studies, the Resource Alliance and the Rockefeller Foundation led the Bellagio Initiative.

Specifically, the objectives of the Initiative were to:

- i. Identify the most important issues and opportunities in promoting sustainable human wellbeing given today's global context.
- ii. Explore the landscape of people and resources involved in and relevant to philanthropy and international development, as well as how this is changing and with what consequences.
- iii. Uncover innovations and opportunities to be nurtured and developed to promote wellbeing.

In the pursuit of meeting these objectives, the Bellagio initiative had undertaken a series of actions between March and November 2011. From the findings, deliberations and lessons garnered, predominantly from the Summit, a set of key themes emerged:

**Comparative advantages and systems thinking:** Development and philanthropic institutions needed to work effectively in partnership to prioritize problems and design solutions by finding the right combination **of actors and social forces**



**Innovation:** Though development and philanthropic organizations had a strong sense of the value of innovation, there were still challenges in encouraging and sparking innovations from the community level, rather than in research labs and organizations?

**Risk:** Philanthropic organizations were challenged on their inability to take larger risks and were seen not to have risk analysis mechanisms in their structures and composition

**Trust:** There was seen to be a disconnect between the nature of relationships in the philanthropic sector which were often individually based and built over time, vis-à-vis the short term nature of the projects and needs that had to be addressed

Delegates were invited to visit the Bellagio Initiative website (<http://www.bellagioinitiative.org/>) in order to learn and share on pertinent issues towards ensuring the achievement of human wellbeing through philanthropy and development.

### **The 2012 African Grantmakers Network Conference**

*Shekeshe Mokgosi, The South Africa Trust*

Mr. Mokgosi invited the delegates to the second biennial assembly of the African Grantmakers' Network (AGN) that was planned to run from 29 October to 2 November 2012 in Johannesburg. The Conference would survey the diverse landscape of philanthropy in Africa, showcase innovations, explore Africa's changing landscape, and craft a shared agenda to build the field of African philanthropy for development effectiveness. The conference would explore what's new, what's now, and what's next in the field of African philanthropy and social investment.



## SUMMARY OF CONFERENCE'S CRITICAL LEARNING AND ACTION POINTS

The delegates concurred that the challenges faced in the region could be addressed with a persistence to ensure that there was development effectiveness achieved through philanthropy. Towards achieving this, the following were some of the critical points of focus from the Conference's deliberations that would aid East African philanthropists and implementers in the near future:

### Promotion of good governance and leadership

Achievement of good governance took effort and resources and was quite laborious; as such commitment from both the implementing and grantmaking organizations in making it a reality is paramount.

The role of civil society in promoting leadership and governance was hinged on the concept of public value to the community, which could be illustrated by service delivery in tangible and visible outcomes that earn public trust and confidence. On the other hand grantmaking organizations had an obligation to promote good governance and leadership both internally (within their organizations) and externally (in the organizations they support), as they had to lead through example. In addition, transformative leadership was achievable on condition that there was gender parity and inclusion, where women and the youth were groomed and encouraged to be leaders in their contexts and circumstances.

### Capacity building and strengthening in implementing organizations

Funding of capacity building was a necessary component in supporting implementing organizations to perform their work better for lasting change in the society. Of importance was the fact that institutional capacity building had to be done in a sustainable way. This would entail having interventions in capacity development that went beyond the funded project's lifetime and encompassed the individuals as well as the institution.

Implementing organizations were also encouraged to take advantage of non-monetary grants from grantmaking organizations such as expertise and knowledge as this could be more lucrative than actual funds.

### Government engagement in philanthropy

The engagement of government in philanthropy was essential as governments had a

broader reach, infrastructure and were, in fact, mandated to deal with the socio-economic hindrances faced by the populace. However, the nature of engagement had to be structured in order to address social ills from a policy level and ensure that there was accountability and transparency of public goods and eventually, effective delivery of service to the people.

### Self-regulation in civil society

Civil society self-regulation mechanisms and initiatives could greatly assist the CSOs and NGOs in strengthening the internal governance by enhancing their capacity to uphold accepted standards and ethical conduct. Additionally credible and accountable organizations would attract local giving and freely mobilize resources at a local level for sustainability in the development agenda

### Youth and philanthropy

Youth volunteerism promoted leadership among the youth and empowered them with a culture of giving back whilst equipping them with a variety of life skills that enabled them to become active actors in community development and eventual social change.

### Women and philanthropy

The enormity of women's giving ranging from monetary, time and in kind volunteering had throughout history been part and parcel of societal transformation or reform. Accordingly the future of philanthropy could not be fully examined without consideration of the future of women in philanthropy. The future of women philanthropy involved a foray into social justice philanthropy, which entailed overcoming current injustices whilst building solutions for a better world in order to achieve the desired lasting social change. In addition, for real social justice and social change to occur, philanthropy had to be made viable by building strong philanthropic institutions, capable of dealing with the controversial complexities of advocacy and speaking with a common voice on the development agenda.

### Regional integration and philanthropy

East African grantmaking and implementing organizations had an obligation to be fully involved in the East Africa regional integration process to make certain that the Community's and the region's development agenda was driven by the natives of the region.

Philanthropists who had demonstrated a commitment and contribution to strategic social development and to the growth of the philanthropic spirit in East Africa were honoured on the evening of 26th July 2012 at the Inaugural East Africa Philanthropy Awards gala dinner.

The awardees were:

### **SAFARICOM FOUNDATION - East Africa Corporate Philanthropy Award (2012)**

The Safaricom foundation, funded by Safaricom Limited and the Vodafone Foundation provides the formal process for charitable contributions to communities and NGOs in Kenya who are key partners in responding to social and economic development issues in the country.

The foundations' specific focus areas are Education, Health, Economic Empowerment, Environmental Conservation, Water, Arts and culture and sports besides responding to disasters and humanitarian emergencies. It also strives to support diverse community needs without compromising quality, results and impact.

Website: [www.safaricomfoundation.org](http://www.safaricomfoundation.org)

### **Mully Childrens Family - East Africa Family Philanthropy Award (2012)**

Founded by Dr. Ev. Charles and Mrs. Esther Mulli in 1989, the founders were inspired by the plight of children in difficult circumstances. They decided to care wholly for destitute children and 23 years later Mully Childrens Family is one of the largest rehabilitation centers in Africa having successfully rehabilitated more than 6000 children.

MCF currently cares for over 2000 children between 1 day old to 21 years with another 1250 supported through the community outreach support services that it has initiated. The Christian organization assists and works with the poor, displaced, orphaned, street children and the oppressed in Kenya through rescue, rehabilitation, capacity building, education and training.

Website: [www.mullychildrensfamily.org/](http://www.mullychildrensfamily.org/)

### **Phyllis Keino (Lewa Children's Home) Jury Chairperson's Award for Philanthropic Excellence (2012)**

Located in Eldoret, Kenya, the Lewa Children's Home is the reality of the dream of Phyllis Keino. She has since 1964 been caring for children.



## East Africa Philanthropy Awards 2012

Providing a loving environment, nutritious food, clean water, education and support for abandoned, orphaned or abused children in a family setting, the home currently cares for 94 children and another 47 assisted within their respective communities ranging from infant to eighteen years old.

The Home is the keystone of a structure that includes the Kipkeino Primary School and Baraka Farm. Each of these entities is integrally connected and contributes to the success of the home.

Website: [www.lewachildrenshome.info](http://www.lewachildrenshome.info)

Ephantus Maina – (Haki Foundation) East Africa Youth Philanthropy Award (2012)

Ephantus Maina who is the Founder and Executive Director of Haki Foundation is con-

stantly pushing for a change in lifestyles of Kenyans. The change in lifestyle for him is borne out of the need to educate and protect the general public from kidney ailments, which resulted in the death of his mother in 2006.

Having started by organizing a 1,200 km walk to raise money for her kidney transplant and failing to reach the required amount, Maina reckoned so many other people lost dear ones due to financial difficulties. Due to the prevalence of kidney disorders, he founded the Happy Kidney Foundation that seeks to contribute positively to the lives of others prone to kidney disorders and those affected too.

Maina reckons “What you leave behind is not what is engraved in stone monuments, but what is woven into the lives of others”.

Website: [www.hakifoundation.org](http://www.hakifoundation.org)

#### **The Maasai Girls Education Fund – Community Philanthropy Award (2012)**

Created to improve the literacy, health and economic well-being of Maasai women in Kenya and their families through education of girls and their communities, MGEF provides scholarships from primary school through university to girls who have never enrolled in school, or who would be forced to drop out of school for cultural or economic reasons.

It commits to each student until they have the knowledge and skills needed to enter the workforce in Kenya. With economic empowerment, the new generation of Maasai women it is believed will end early marriages and circumcision of girls and bring greater literacy, health, and economic well being to future generations.

MGEF works in partnership with the Maasai community, including local area chiefs and women advocates for education of girls, to achieve its mission.

Website: [www.maasaigirlseducation.org](http://www.maasaigirlseducation.org)

#### **Moving the Goalposts, Kilifi - Jury Chairperson's Award for Philanthropic Excellence (2012)**

Low retention in school, early and unwanted pregnancies and vulnerability to HIV/AIDS are malice that traps girls and women based in Kilifi in a cycle of poverty. Moving the Goalposts Kilifi (MTG) uses local and youth centered approaches to tackle these issues ensuring girls' participation as leaders and decision makers. The project uses football to develop essential life skills – confidence, leadership, self esteem – of vulnerable young

women. Football also provides a unique entry point for reproductive health, human rights and economic empowerment initiatives.

MTG has branched out with a reproductive health rights, HIV and AIDS programme, an economic empowerment programme and it has established participatory monitoring and evaluation in all projects.

Website: [www.mtgk.org](http://www.mtgk.org)







Name	Organisation
Abel Mwesigye	Ecological Party of Uganda - Young Greens
Agnes Kirabo	Volunteer Efforts for Development Concerns (VEDCO)
Agnneta Nyalita	
Alfred Nuamanya	Uganda National NGO Forum
Alfred Thutloa	Inyathelo – South African Institute for Advancement
Alice Kariuki	Moving the Goalpost
Amanda Bloch	Inyathelo – The South African Institute for Advancement
Amira A.Abdikadir	The East Africa Association of Grantmakers
Amit Thakker	Public Private Partnership Health – Kenya Initiative -PPPH-Kenya
Anthonny Otieno	The East Africa Association of Grantmakers
Anthony Igecha	Cooperative Bank Foundation
Anthony Kariuki	ACT! Kenya
Arif Neky	Aga khan Foundation
Benson Ameda	St. Johns Ambulance
Bernard Kindoli	Foundation for Civil Society
Bertha Amisi	Maxwell School of Syracuse University
Betty Chomba	Hildeback Education Fund
Bonnie Kiconco K. Mutungi	Quam Uganda's NGO Quality Assurance Mechanism (QuAM)
Catherine Kiganjo	Kenya Community Development Foundation
Catherine Mwendwa	The East Africa Association of Grantmakers
Charles Serwanja	Interreligious Council of Uganda
Chris Mburu	Hildeback Education Fund

Name	Orga nisation
Dickson Mutua	Mully Children's Home
Dr. Caroline Muriithi	Gertrude's Children Hospital Foundation
Dr. James Njagu	EAC – Private- Public Sector Initiative
Eddie Kaggwa	The Kabaka Foundation
Edward Mwesigye	Stromme Foundation - Eastern Africa
Eng. J.B Walusimbi	The Buganda Kingdom
Epaineto Toroka	Tanzania Gatsby Trust
Ephantus Maina	Haki Foundation
Eunice Kibathi	Safaricom Foundation
Evans Okinyi	The East Africa Association of Grantmakers
Felix Mutua	Aga Khan Foundation - East Africa
Francis Osire	Christian Childcare Project - Uganda
Frederick Bwire	Independent Development Fund IDF
Frederick Bwire	Independent Development Fund IDF
George Awalla	Youth in philanthropy -VSO Jitolee
Gerald Walterfang	Viwango – Kenya
Grace Mutua	Mully Children's Home
Hafeez Wani	South Sudan NGO Secretariat
Halima Mohamed	Trust Africa
Hannah Waruingi	Hildeback Education fund
Hassan Rangi	MIBOS Kigoma
Irene Mumu	Intex Customer Services
Ituka Katendwa	Intex Customer Services
James Male	Uganda National NGO Forum
James Muturi	Hildeback Education Fund

Name	Organisation
Jane Nalunga	Vision Group East Africa & SEATINI
Janet Mawiyoo	Kenya Community Development Foundation
Jaqi Kamau	Rapporteur
Jeridah Ambiyio	AAR Beckmann Trust
John Ulanga	Foundation for Civil Society
Joseph Muhiah Muigai	Hildeback Education fund
Josephine Nsubuga-Mugoa	Independent Development Fund IDF
Justus Macharia	Allavida Eastern Africa
Ken Oluoch	Uganda Coalition for Sustainable Development
Kepta Ombati	Akiba Uhaki Foundation
Kwesigabo Florence	Family Support Group Inc.
Lilian Kwamboka	Hildeback Education fund
Lizzie Chongoti	Hildeback Education fund
Lucy Ntayia	Maasai Education Fund
Mark Avola	<i>Gulu District</i> NGO Forum
Mary Alice Rice	Africa Infectious Disease Village Clinics
Mbauta K Reuben	FURA
Mike Njeru	Corporate Affairs Manager
Moses Wanjala	Hildeback Education fund
Mutua	Mully Children's Home
Mutuku Monica	Consultant
Mwanaidi Msangi	Foundation for Civil Society
Mwihaki Kimura	Rockefeller Foundation



Name	Organisation
Nancy Atieno Ogonje	HARDO Organization
Nazim Mithia	UNICEF
Nelly Omwando	
Nicanor Sabula	The East Africa Association of Grantmakers
Olinga David Joel	Independent Development Fund IDF
Phylis Keino	Lewa Children's Home
Regina Bafaki	Action for Development ACFODE- UG
Rev. Sr. Mary Goretti Kisakye	Uganda Women of Faith Network (UWOFNET)
Robinah Nanyunja	Pilot International
Robinson Ng'ethe	Haki Foundation
Ruth Biyinzika Musoke	Uganda Private Sector Foundation
Samson Limaruk	LISAP Initiative for Minorities
Sanda Ojiambo	Safaricom Foundation
Scholastica Haule	Actionaid International Tanzania
Scofield Muliru	Literate Kenya
Shekeshe Mokgosi	Southern Africa Trust
Shukuru Musabila	Social Action Trust Fund
Sophie Bemba	Training Of Rural Women In Uganda
Sophie Meeli	Maasai Education Fund
Specioza N. Kiwanuka	Build Africa
Sultan Amri	Intex Customer Services
Susan Sarfati	High Performance Strategies
Tadeo Lupembe	Foundation for Civil Society
Thomas Kirongo	Poverty Eradication Network PEN- Kenya
Tom Were	Kenya Community Development Foundation
Waithera Gaitho	UN Habitat



*“Dancers entertain guests during the Inaugural East Africa Philanthropy Awards Gala held on 25th July 2012”*



East Africa Association of Grantmakers (EAAG)  
Rattansi Educational Trust Building, 4th Floor, Koinange Street  
P.O Box 49626-00100, Nairobi, Kenya

Tel: +254-20-315773/ +254 722 573 575  
Fax: +254-20-2244470

E-mail: [info@eaag.org](mailto:info@eaag.org)  
Website: [www.eaag.org](http://www.eaag.org)  
Pearltree: [eaag\\_africa](#)



East Africa Association of Grantmakers



@EAAG\_Africa