A few years back, we developed a set of values that felt right and righteous in the moment:

• **Be Bold**... boldness in the way we demand that local visionaries be recognized as vital to positive change in Sub-Saharan Africa

• **Build Community**... creating spaces for honest, challenging conversations around real issues like funder accountability and who speaks for whom

• **Fight for Fairness**... identifying marginalized groups and supporting them to achieve equity

• **Learn & Innovate**... never being satisfied with the status quo–especially our own!

• **Trust**... embracing the risks inherent in supporting new ideas and visionaries rather than trying to stifle them with restrictions

Our values informed our Theory of Change that you’ll see on the inside of this report. It’s our best approximation of the unique role Segal Family Foundation plays in African development.

Both our values and our Theory of Change have been tested time and again—and often we’ve fallen short. But we, as a foundation, choose to recognize our imperfections and commit to never stop trying to fix them, to never stop struggling alongside our partners in the pursuit of justice.

Andy Bryant, Executive Director
223 Partners
63% African Leadership
$100K Median Budget of New Partners
20 Investments in Social Enterprises

$12M Grants from SFF
$8.5M Grants Leveraged from Other Donors
$2M Capacity-Building Resources
$22.5M Total Support
**Partner Journey**

**Discovery**
Early-stage organizations—such as champions from our Social Impact Incubator—are introduced to the portfolio with a starter grant. They receive high-touch engagement to assess leadership, organizational health, and effectiveness throughout the year.

**Acceleration**
Our strongest locally-led partners are selected for the African Visionary Fellowship, which focuses on capacity building, mentorship, and exposure. Partners demonstrating organizational growth receive increased annual funding and leadership opportunities.

**Mature Partner**
Mature partners are eligible for multi-year funding, as well as generous promotion through our platforms and donor connections. In-country and cross-country learning helps organizations manage change and sustainably scale their impact.

**Sunset & Graduation**
When SFF funding ceases to be catalytic, donor engagement increases to pass partners on to larger funders. Graduating partners are linked to younger partners for peer support. We stand proudly behind the work of our alumni and welcome them to our events.

*Photo: Bret Hartman / TED*
THEORY OF CHANGE

Did we achieve this in 2019?

Visionaries
Visionaries are changemakers with ambition, vision, and a commitment to the communities they serve. Visionaries demonstrate that local solutions are the best solutions for improving the well-being of communities in Sub-Saharan Africa.

Donors
Donors are gatekeepers to the resources required by visionaries to change the world. Donors can proactively address the unbalanced power dynamic of the traditional aid paradigm.

LEARN & INNOVATE
We seek to iterate and innovate at each step.

- Invested in orgs focused on children’s safeguarding:
  - C-SEMA
  - Hakikiza Tanzania
  - Mozambique Young Domestic Workers Organization (MYDW)
  - Young Strong Mothers Foundation

- Launched SILRwanda & doubled the # of innovators we support through capacity-building

- Nine program team members supporting partners every day

- Cultivated a strong network of in-country consultants & advisors

- Amended the Work

- Foster Community

- Agency

- Developed own in-house innovation team to help us keep dreaming big

- Tied out new ideas through our Social Impact Incubator & African Visionary Fellowship

- Sought evaluation & gathered feedback

- Foster Community

- Curate Connections

- Share Improved Practices

- 18 opportunities for team to promote grantee-centric practices

- 43% of grants are multi-year

- $3.5M in leveraged funding to our partners

- Over 100 grants

- From 56 different funders

- To 73 organizations

- Hosted 25 events in 6 countries!

- Gave $33K in Learning Visit credits so partners can learn from each other

- Liana was on CNBC and KTN News Kenya

- DEDO was named an Obama Fellow (7 of 20 from around the world!)

- Robert Bosch Foundation partially funding SIL in Rwanda & Malawi

- Cher-Wei spoke on a panel at the Izumi Foundation Partners Meeting

- Live recording of “What Governors Want” podcast at Annual Meeting

- 100% of grants are unrestricted

- Made 1,166 connections for our Annual Meeting and the average participant took 8 meetings!

- Progressive Philanthropy track convened funders who are changing the game

- Our Annual Meeting this year!

- 400 #50Frockstars in the house

- Had donor-sponsored dinners at the Annual Meeting for the first time

- Real talk during “Setting a Vision for Funder Accountability” session with Penny Foundation & Safari Doctors

- Visionaries increase their impact, revenue, and influence.

- Donors prioritize investing in local and African visionaries.

FIGHT for FAIRNESS!

- “I’m really excited about our new disability partners:
  - The Action Foundation
  - Tshiamo Child Development Centre
  - Uruguas Youth Empowerment
  - Songambele
  - The Tea Hofu Project

- Find Local Visionaries

- Build Relationships

- Nurture Capacity

- Foster Community

- Agency

- 200 NGOs ready to change the face of the continent!

- One of our values!

- Trust

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