



2025 Learning and Reflection Meeting 15-19 September, Arusha-Tanzania

**Community-Led Development through Community and Domestic Philanthropy:
What's Now? What's Next?**



EVENT REPORT

Prepared by:

African Philanthropy Network (APN)



1.0 Introduction

The 2025 Giving for Change (GfC) Learning and Reflection Meeting was held from September 15–19, 2025, at Maasailand Safari Lodge in Arusha, Tanzania. The meeting was hosted by the African Philanthropy Network (APN) in partnership with the GfC Alliance.

This annual gathering brought together consortium partners, National Anchor Institutions, and key stakeholders to reflect on the GfC program's journey (2021–2025), capture achievements, identify challenges, and chart future pathways to advance community philanthropy and shift power.

The 2025 meeting was particularly significant because it marked the final year of the five-year GfC program, implemented across eight countries: Brazil, Burkina Faso, Ethiopia, Ghana, Kenya, Mozambique, Palestine, and Uganda. Guided by the theme “Community-Led Development through Community Philanthropy: What's Now? What's Next?”, the meeting served as a platform to document lessons, share experiences, strengthen partnerships, and envision the future of community philanthropy beyond the program period.

2.0 Background

The GfC annual meeting was strategically positioned to build on the foundations laid by previous gatherings in Ghana (2022), Kenya (2023), and Uganda (2024). However, its context was unique: 2025 marked the final year of program implementation, transforming this session from a routine review into a critical juncture for legacy-building and future-casting.

The meeting was convened around the powerful theme, “**Community-Led Development through Community Philanthropy: What's Now? What's Next?**” This theme directly advanced the program's overarching vision of transforming development by shifting power, unlocking community agency, and championing domestic resources as a cornerstone of sustainable development.

As a strategic conclusion to the GfC program, the meeting was designed to support a dual focus:

1. **What's Now?** A comprehensive stock-taking of the programme's journey across its three core domains: unlocking community power, influencing national actors, and partnering with international development institutions to shift power.
2. **What's Next?** A collective, participatory process to map viable scenarios for advocacy, influence, and collaboration, ensuring the movement for community philanthropy continues to thrive beyond the formal program period.

The meeting brought together approximately 50 participants from the four consortium partners, nine National Anchor Institutions across eight countries, the Dutch Ministry of Foreign Affairs, and external evaluation consultants, forming a dynamic "GfC family" to co-create the program's enduring legacy. For more information, read the full [Concept Note](#).

2.2 Location, Date

The meeting took place from 15th to 19th September at Maasailand Safari Lodge in Arusha, Tanzania. The venue provided participants with direct exposure to the rich culture of the Maasai people.

2.3 The purpose and specific objectives

The overall objective of this meeting was to provide space for GfC family members and partners to take stock of the achievement made over the past programme implementation years, reflect on contextual and operational challenges and opportunities; and collectively strategize about what can be done beyond the program period. Re-affirm a shared commitment to advancing community philanthropy as a strategy for community-led and national development.

Specific objectives of the meeting were to:

- a. Create the opportunity for GfC partners to share their experiences, achievements, and challenges from country and global contexts (including partners' investments in response to shifting donor priorities) over the last 4 and a half years of implementation.
- b. Collectively reflect on lessons learned, good practices and opportunities, and devise strategies for future partnerships and collaboration beyond the program.

- c. Nurture relationships and facilitate networking and connections among alliance members, and offer a conducive environment for partners to develop effective ways to promote the recognition of community and domestic philanthropy by strengthening communities' ability to claim entitlements from different actors, especially the government.

2.4 Participating organizations and participants

GfC Consortium Partners: The African Philanthropy Network (APN), Global Fund for Community Foundations (GFCF), Kenyan Community Development Foundation (KCDF), Wilde Ganzen

- National Anchor Institutions and their respective countries (in brackets): Association Burkinabé de Fundraising (Burkina Faso), CESE and Comua Network (Brazil), Development Expertise Center (Ethiopia), Dalia Association (Palestine), Micaia Foundation (Mozambique), STAR-Ghana Foundation and West Africa Civil Society Institute (Ghana), Uganda National NGO Forum (Uganda)
- Other stakeholders: the Dutch Ministry of Foreign Affairs and the program's external evaluation consultants.

The full list of participants is found in Annex 1.

3.0 Highlights of Proceedings

The meeting featured deep reflection on program achievements through World Café sessions, engagement with external evaluators on the program's legacy, and co-creation of future strategies to sustain the movement beyond 2025. The agenda balanced formal sessions on results, challenges, and lessons learned with cultural immersion and networking opportunities, culminating in concrete action plans for advancing community philanthropy as a permanent development strategy. The full meeting program is presented in Annex 2.

Day 1: Tanzania CSO workshop in summary

On September 15, 2025, the African Philanthropy Network (APN) and the Giving for Change (GfC) Alliance convened a workshop in Arusha, Tanzania, under the theme "Reimagining CSOs Resourcing Through Community and Domestic Philanthropy." The workshop brought together 95 participants from Tanzanian CSOs and GfC Alliance Partners for a reflective conversation on how best to forge and maintain pathways of influence and practice among CSAs who are leading authentic efforts to develop community and domestic philanthropy.

Keynote presentations challenged traditional development mindsets. Grace Maingi of KCDF emphasized that "development should never be something that is done to communities, but rather with them." Practical case studies, including the journey of Community Empowerment Towards Sustainable Development (CETOSUDE) from donor dependency to community-driven sustainability, demonstrated the power of local resource mobilization. Through group discussions, participants identified critical challenges, including limited inclusion, economic vulnerability, and dependency mindsets, and co-created actionable strategies focused on inclusion, community-led giving, capacity building, and policy advocacy.

The workshop concluded with a clear consensus on the need for continued dialogue, practical action on identified strategies, and collective responsibility to shift from dependency models to community ownership and dignity, setting the stage for sustained efforts to expand community and domestic philanthropy as a force for social and systems change in Tanzania. Here is the [full report](#).

APN concluded the day with a welcome dinner where we warmly welcomed the GfC family to . dinner helped all the participants connect in an informal environment and APN took this opportunity to provide various gifts for the participants.

Day 2: What Now? Sharing Achievements, Challenges, Opportunities and Lessons

The day, co-led by WACSI, KCDF, DALIA, and COMUA, provided a critical space for reflection under the theme “*What Now? Sharing Achievements, Challenges, Opportunities, and Lessons.*” Guided by key learning questions, the discussion centered on four main areas: (a) the results achieved or those envisioned by the conclusion of the Giving for Change (GfC) programme, (b) practices that are working well and moments of collective pride, (c) the main challenges encountered alongside mitigation strategies, and (d) the key lessons and good practices emerging from implementation.

Welcome and Opening Remarks

The day began with welcome remarks from Dr. Stigmata Tenga, who warmly introduced Jenny Hodgson as a “sister-friend” whose spirit and work resonate across many nations, including Uganda, Kenya, Tanzania, South Africa, Ghana, Burkina Faso, Mozambique, Palestine, and Brazil. She then invited Jenny to speak about the global context in which the GfC program currently operates.

Jenny Hodgson, the Global Fund for Community Foundation Director, set the tone with candid reflection and strategic foresight, perfectly framing the day’s objective to interrogate “What’s Now?”. She began with a participatory exercise in which delegates agreed or disagreed with a series of provocative statements. There was strong agreement in the room that “This program has reconfirmed for me the importance of community philanthropy.” Yet many participants also resonated with the statement, “I see a lot of uncertainty around me in our sector and in our communities at the moment.” Jenny synthesized these responses, acknowledging the “beauty” of community organizing that persists despite the immense challenge: “The dependency culture is so entrenched. This project has started to make some inroads, but it’s still very, very early days.” She argued that this reality demands radical honesty, urging the alliance to question everything about its identity and structure: “We should be questioning everything about who we are, how we work, and how we are structured as civil society right now. The system is dying, and we must create the conditions for what comes next.”

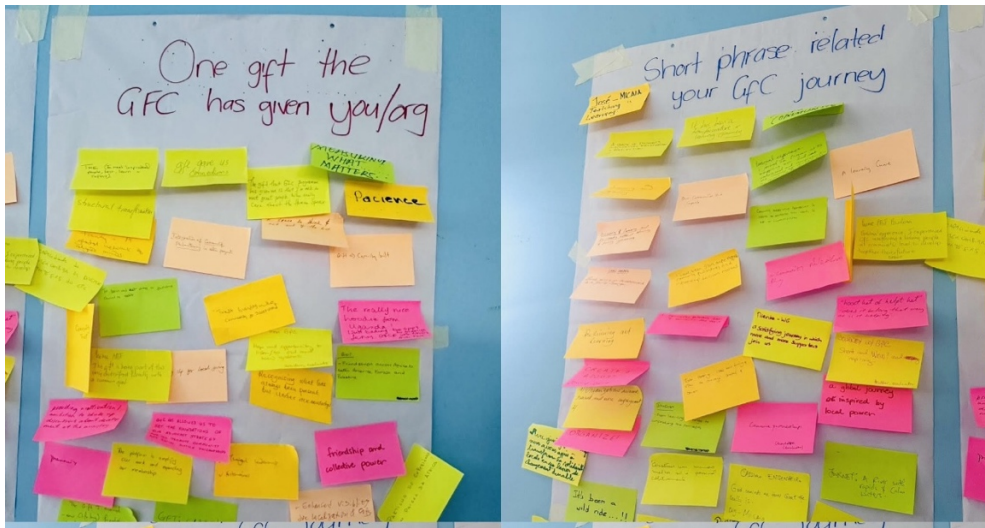


Reflecting on the program's origins during the COVID-19 pandemic, Jenny framed GfC as a response to a long-standing failure of the traditional aid architecture. She then turned to the present opportunity, noting the recent withdrawal of major international NGOs from many countries. “We are suddenly faced with the opportunity of the quiet work we have been doing... building systems of connection, of trust, of people contributing their own resources,” she stated. However, she issued a crucial warning: “The system will move into these spaces. We will see job titles like ‘Community Philanthropy Advisor’ emerge from institutions that never valued this before. We need to be ready; we need to be organized.”

She further reframed the meeting not as a closing chapter but as a launchpad: “This is not a goodbye meeting. This is the time to move together, to frame that space, to say, ‘It looks like this, not like that.’” She called on the alliance to “rise to the challenge” and carry the spirit of community organizing into their collective future.

Introductions and Ice-Breaker

To kick off the day, Charles Kojo Vandyck, Head of the Capacity Development Unit at the West Africa Civil Society Institute (WACSI), invited participants to introduce themselves through a reflective lens, sharing a brief phrase about their GfC journey. This prompted a powerful response, with phrases such as “A journey of rediscovering local power,” “Unlearning and rebuilding,” “Solidarity in action,” and “The power of patient trust-building.” These phrases underscored that the GfC journey was as much about internal transformation as about external impact.



He also asked participants to share a gift from the GfC program. Participants highlighted the program’s tangible and intangible benefits. Commonly cited gifts included “A global family of practice,” “The courage to challenge traditional donor models,” “New methodologies for measuring community agency,” and “The gift of deep, authentic partnerships.” This exercise showed that the alliance’s greatest strength lies in the relationships and shared learning it has fostered.



Following the introductions, participants documented their expectations and key questions on sticky notes. The collective expectations clustered around themes of clarity (a clear understanding of the legacy), strategy (a roadmap for the future), and connection (deeper bonds with alliance members). The key questions, such as: “How do we institutionalize this movement beyond the funding?” “What is our collective advocacy agenda?” and “How do we make community philanthropy irresistible to the next generation of leaders?” These questions effectively set the agenda for the day.

Following these personal reflections, Charles provided the historical context for the GfC program. He took participants back to the program’s conceptualization phase in 2020, emphasizing that from the outset, GfC was designed to be transformative. “We were looking at the dominant systems, trying to navigate and create something new,” he explained. Charles reiterated that the core mission was to “redefine how development is done” by placing community agency, local resource mobilization, and the shifting of power at the center.

He painted a picture of the program's evolution: from design in 2021 to implementation and consolidation through country-level alliances, culminating in the global movement present in the room. Most importantly, Charles reframed the very subject of their reflection. “I don’t think for us, GfC is just a program. It’s a movement. And the movement is still moving,” he asserted. This distinction was critical. It shifted the focus from evaluating a finite project to strategizing how to sustain a living, evolving force for change.

He posed a series of guiding questions to shape the day’s reflections, pushing the alliance to think beyond the project’s lifespan:

On Legacy: “How do we keep this movement moving forward? How do we draw lessons from this work to achieve the change we want?”

On Disruption: “How do we disrupt the dominant system?”

On the Future: “How do we contribute to building a new imagination for the future?”

”He concluded by emphasizing that the GfC is more than a program; it is a movement rooted in community agency, driving systemic change and building equitable futures for development.”

World Café: Collective Sense-Making

The World Café methodology was used to create an engaging, participatory space for collective reflection and knowledge sharing. Participants were divided into four groups, each focusing on a specific theme. They rotated among tables, discussing results and achievements, challenges and how they were addressed, key lessons and good practices, and opportunities for the future. This rotation enabled participants to contribute to multiple conversations, build on each other’s ideas, and collectively shape a shared understanding of the program’s journey and next steps.

Discussion on Results and Achievements

Tabled one (1) focused on assessing progress by considering work across all domains and the Alliance's Collective efforts. The guiding questions were:

- *In what ways have you seen community philanthropy redefine or evolve in your context through this work?*
- *In what ways have you seen key actors—such as INGOs, governments, or local philanthropic actors—support community philanthropy practices and philanthropic giving?*
- *What changes, big or small, are you proud of as a direct result of this work?*



Community Philanthropy redefined:

- Community philanthropy has become more inclusive and comprehensive, with women and marginalized groups actively engaged in decision-making processes.
- There is growing recognition of diverse resources beyond financial contributions, including time, energy, knowledge, food, transport, and materials.
- The adoption of community-driven models and storytelling has strengthened participation and ensured that local voices are central to the process.
- A notable shift toward self-reliance has reduced overdependence on external donors, with communities diversifying resources and building resilience.
- Collaborative structures and campaigns have emerged, enabling communities to collectively set priorities and advocate for change.
- Civil society groups are coming together across sectors, forming larger communities of practice and even building a national movement on community philanthropy.

- Improved internal governance, compliance practices, and organizational structures have enhanced credibility and accountability within civil society.

How have key actors supported community philanthropy?

- INGOs and philanthropic networks have facilitated dialogue, learning, and collaboration, as seen in the African Philanthropy Forum and GFCF-supported summits in 2020 and 2025.
- Governments increasingly acknowledge community philanthropy as a legitimate development approach and participate in regional dialogues, policy discussions, and conferences.
- Local philanthropic actors and businesses are contributing more actively to community initiatives and engaging in agenda-setting processes, including through partnerships with private companies.
- Professional associations and regional organizations are providing platforms for recognition, strengthening visibility, and influencing policy frameworks.
- Donors are shifting their approaches by providing small grants, supporting matching initiatives, and valuing local giving.
- Overall, multi-stakeholder engagement across INGOs, governments, businesses, and local actors has strengthened, enhancing legitimacy and positioning community philanthropy within broader development conversations.

Changes and achievements to be proud of:

- Government acknowledgment and participation in community philanthropy processes mark a significant achievement.
- The growth of networks and alliances is evident in the scale and influence of convenings such as the 2020 and 2025 conferences, which brought increased participation and visibility.
- Community philanthropy has gained international recognition, with practices and models now featured in high-level global forums.
- There has been a fundamental shift in mindset, with communities and stakeholders recognizing the value of both financial and non-financial contributions.
- INGO participation in dialogues and alliances has increased substantially, rising from 82 in 2020 to 163 by mid-2025.
- Civil society has strengthened its ability to influence policies, mobilize resources, and improve communication and visibility, leading to greater impact.
- Women's agency and voices have increased in philanthropy and community decision-making processes.
- Stronger internal governance, compliance, and accountability systems have been established (e.g., compliance clinics), improving trust and sustainability.
- A stronger sense of ownership within communities and civil society has emerged, as philanthropy is increasingly understood as a community-driven practice rather than solely external aid.
- National-level policy changes, including revised laws to support localization and civil society participation, have created a more enabling environment for growth.

Discussion on Challenges & Mitigation

Table two (2) focused on identifying obstacles and adaptive strategies. The guiding questions were:

- *What specific tensions or challenges have you encountered while implementing your work within the GfC initiative, and what strategies have you used to navigate them?*
- *What did work within an emergent and complex system demand of us in our roles as community philanthropy practitioners?*
- *What aspects of this work still feel unresolved or unfinished in your context, and how can we collectively acknowledge and hold space for these ongoing challenges as part of our learning process?*



Tensions encountered

- Tension arose from differing interpretations of “localization” among partners and communities, creating confusion about ownership and roles. The Mitigation measure was continuous engagement with local authorities and communities, participatory planning, and co-creation, which ensured clarity and buy-in.
- Financial constraints, a shortage of personnel, and the undervaluation of in-kind contributions challenged program implementation. In response, programs formalized in-kind and non-financial contributions, promoted volunteer engagement, and trained local organizations to mobilize resources effectively.
- Ensuring authentic community participation was challenging, with some groups initially excluded or underrepresented. In response, inclusive forums, structured engagement sessions, and partnerships with community-based organizations helped bridge trust gaps and ensured voices were heard.
- The trust and credibility of local CSOs were identified as a key tension, as communities sometimes doubted local organizations’ ability to manage funds transparently. In response, certification processes and validation by local authorities-built credibility, while mentorship partnerships strengthened accountability.
- Maintaining local leadership and ensuring equitable visibility across communities was complex. In response, community-rooted leadership models were promoted, along with media campaigns and documentation to enhance visibility and accountability.
- Political sensitivities, economic crises, taxation issues, and limited institutional support created tension. In response, adaptive approaches, cross-learning among CSOs, and partnerships helped navigate these systemic barriers.

What did an emergent and complex system demand?

- Flexibility and adaptability: Practitioners had to adjust strategies to context-specific realities, including political, cultural, and economic environments.
- Collaboration and alliance-building: Emphasis shifted from working as individual organizations to forming coalitions and alliances for greater impact. Shared leadership within alliances fostered collective ownership and decision-making.
- Capacity development and bridging gaps: Programs prioritized actionable capacity-building, enabling organizations and communities to strengthen skills, systems, and resource mobilization capabilities.
- Inclusive engagement: Working with emergent systems required intentional inclusion of marginalized groups, including youth, women, and people with disabilities, to ensure diverse representation in planning and decision-making.
- Cross-learning and knowledge exchange: Practitioners engaged in peer learning, documentation, and storytelling to share models, replicate best practices, and inform systemic change across regions.

- Linking advocacy and philanthropy: Practitioners had to navigate the intersection of community-led philanthropy and advocacy, ensuring that local priorities were visible and that they influenced policy and funding decisions.

Unresolved or unfinished aspects

- Sustainability of initiatives: Ensuring the continuity of programs and practices beyond immediate funding cycles remains a challenge. Ongoing mentorship, local leadership, and formalized networks are essential.
- Valuing non-financial contributions: In-kind contributions, volunteer efforts, and social capital remain underrecognized. Mechanisms to quantify and celebrate these contributions are needed.
- Community ownership and trust: Maintaining consistent engagement, building long-term trust, and sustaining community leadership require sustained effort.
- Navigating systemic barriers: Political, economic, and linguistic challenges remain unresolved in some contexts. Strategies for adaptation, advocacy, and inclusive participation must continue to evolve.
- Embedding learning and documentation: Continued documentation of lessons, models, and best practices is critical to ensure replication, scale-up, and knowledge sharing across countries and regions.
- Measuring impact beyond financial metrics: Developing metrics that capture social, cultural, and non-financial contributions remains a work in progress.

Key Lessons & Good Practices

Table three (3) focuses on distilling collective wisdom and identifying transferable models. The guiding questions were:

- *What are the most important lessons that working within this Alliance or Program has imparted to you and your organization?*
- *How has being in a relationship with other GfC partners shifted your perspective or approach to your own work?*
- *What specific practices or ways of working that you have developed would you want others in the field to learn from and adopt?*



Most important lessons from the Alliance/Program

- Value of capacity strengthening: Actionable approaches to capacity development (e.g. Change the Game Academy, (CtGA) bridged gaps for both institutions and communities. Enabled practical skill-building and resource mobilization, making partners and communities more resilient.
- Power of collaboration: The Alliance fostered shared leadership, reducing individual egos and promoting a collective vision. Collaboration was prioritized over competition, with partners actively contributing to shared goals and country-specific initiatives that enabled organizations to move beyond isolated work and promote systemic change across countries.
- The program ensured representation of marginalized groups, including women, youth, and persons with disabilities (DPOs). It created spaces where all stakeholders, regardless of resources, could join, participate, and innovate.
- The program created reflective and innovative spaces, such as Forums and COPs, that enabled partners to reflect, innovate, and adapt interventions to country-specific contexts. This encouraged experimentation with local giving, community philanthropy models, and grassroots mobilization.
- The nexus between advocacy and philanthropy deepened, strengthening connections between local giving and policy influence. This promoted engagement with global South networks and fostered cross-country learning, especially in contexts affected by declining international aid.
- There was recognition of language, cultural, and political barriers across countries and their impact on collaboration. The program design allowed adaptation to context, e.g., navigating politically sensitive environments such as Uganda.
- Documentation and visibility: Evidence collection and storytelling improved recognition of community philanthropy. National forums, media campaigns, and context-specific metrics increased visibility, credibility, and trust.

How did being in a relationship with GFC partners shift perspectives?

- Partners increasingly value locally driven philanthropy over reliance on international aid.
- Focus on mobilizing community resources, including non-financial contributions (in-kind support, knowledge, time).
- Programs moved from vertical, top-down management to horizontal, co-created, and community-led models.
- Adoption of grand-funding techniques and resource mobilization in rural areas, and leveraging existing government programs as entry points for legitimacy and sustainability.
- Flexibility, adaptability, and replicability: Programs were designed to be adaptable to local contexts and replicable by other organizations and communities.

Practices or ways of working to share and adopt in the field

- COPs and Alliance gatherings are practical models for inclusive participation, bringing together diverse stakeholders from private sector, government, civil society, and communities.
- Structured programs like GGA that strengthen skills, knowledge, and resource mobilization capacities for both institutions and communities.
- Collaboration with government and accountability systems: Engaging government institutions builds trust, legitimacy, and sustainable buy-in.
- Developing metrics to count and appreciate non-financial resources alongside monetary contributions.
- Programs empower local groups to lead initiatives, define priorities, and innovate locally.
- Documentation, storytelling, and media campaigns: Amplifying achievements, sharing lessons, and promoting visibility encourage replication and sector-wide learning.
- Promoting flexibility and replicability: Program structures allow adaptation by other organizations and communities, ensuring broader uptake of effective practices.

Opportunities

Table 4 focused on identifying forward-looking strategies and areas for growth. The guiding questions were:

- *Based on your experience, what do you identify as the most effective leverage points for creating emergent and transformative change in philanthropy?*
- *What specific practices or approaches in your current work feel most alive, promising, and essential for others to know?*
- *What elements, relationships, or resources need to be nurtured, protected, and invested in now to strengthen the ecosystem of community philanthropy practices for the future?*



Greatest Leverage for Emergent Change in Philanthropy:

- Establish forums for dialogue and learning about philanthropy. A colleague from Palestine noted that convening diverse stakeholders over the years has been instructive, underscoring the value of engaging people in context-specific ways and trusting local realities.
- Many communities already have groups organizing around social issues. Philanthropy initiatives should leverage these existing structures rather than starting from scratch.
- Tap into the growing number of flexible funders, African philanthropic institutions (e.g., African Crowdfunding), and an expanding middle class interested in localized giving.
- Use existing "local content" or localization laws in countries (e.g., Ethiopia's mandate for 50% local fundraising) as policy tools to promote community philanthropy.
- Supporting emerging CSOs experimenting with innovative practices is often on the fringes. Providing them with resources, mentorship, and visibility helps align them with the evolving philanthropic system.
- Some governments have local content laws that can be used to promote community philanthropy. Example: Ethiopia requires CSOs to mobilize 50% of their resources locally, creating opportunities to embed local philanthropy thinking.
- Partnerships with academia or larger institutions can help co-create evidence-based models. For example, models emerging from Sudan and research by the Dalia Association on indigenous philanthropy practices.
- Tap into schools, high-net-worth individuals, and the growing middle class as potential contributors.

- Flexible, long-term funders are increasingly supporting local organizations. Examples include African Collaborative, Africa No Filter, and African corporations that are strengthening local philanthropy.
- Investing in youth and exploring alternative funding mechanisms are vital to sustaining local philanthropy in the absence of international aid.

Practices or Approaches Most Alive or Promising Today:

- Community of practice models: Peer-learning platforms that enable experimentation and replication of innovative approaches.
- National and regional convenings: Summits and forums that connect CSOs, government, and private-sector actors strengthen networks and collective influence.
- Media and influencer engagement: Amplifying messages and mobilizing communities through traditional and digital media and influential individuals.
- Documentation and storytelling: Capturing successes, lessons learned, and practical insights to support replication and advocacy.

What Still Needs to Be Nurtured, Protected, or Invested In:

- Invest in structures that facilitate experimentation, learning, and multi-level collaboration.
- Technical support, expert volunteers, and training to strengthen CSO capabilities in resource mobilization, skills development, and knowledge management.
- Move from dialogue to implementation by embedding philanthropy in daily practice through indigenous giving initiatives and community philanthropy labs.
- Advocate for policies that institutionalize support for local philanthropy and provide legal, financial, and operational support.
- Ensure practices are well documented and promoted to build legitimacy, awareness, and momentum.
- Provide mentoring, resources, and visibility to organizations on the margins with innovative practices.
- Invest in youth and explore new resource streams as alternatives to declining international aid.
- Use magazines, storytelling, and events to demonstrate what has been achieved over the past five years and highlight practical models for replication.

Measuring Success Beyond Traditional Metrics

Participants engaged in a critical reflection on how success is measured, arguing that traditional indicators often fail to capture the essence of their work and can even be counterproductive.

- There was strong consensus that quantitative metrics such as "number of community foundations created" or "amount of money raised" are easy to report but do not reflect the program's true impact. One participant warned of a past scenario in which such counting led to a proliferation of organizations in name only, lacking the deep-rooted community ownership and trust that take time to build.
- Participants expressed concern that overreliance on narrow metrics can lead to "gaming the system," in which partners feel pressured to report figures that look good on paper but are not meaningful on the ground. This was described as a disservice to the goal of genuine, sustainable change.
- The group advocated for a shift in focus towards measuring what matters e.g the quality of partnerships and the level of trust among communities, CSOs, and governments. Evidence that communities are confidently leading their own development agendas. Success should be measured by the ability to shift the conversation around development towards values of "democracy, equity, dignity, and voice." Participants emphasized that measurement frameworks must be flexible and co-created with communities to reflect local contexts and priorities. What matters to a community in Brazil may differ from what matters in Palestine, and indicators must capture that diversity.

Navigating Risks to the Movement

Specific Risks Identified	Potential Mitigation Strategies
<ul style="list-style-type: none"> • Political Instability & Legal Barriers: As highlighted by the partner from Palestine, operating in contested areas with complex regulations poses significant challenges, especially for groups without formal legal status. • "Energy Drain": Constant political volatility and bureaucratic hurdles drain the energy and resources of partner organizations. 	<ul style="list-style-type: none"> • Explore alternative legal structures, such as fiscal sponsorship by larger, recognized organizations. • Advocate for more flexible funding that can quickly adapt to changing contexts. • Build strong, trusted relationships as a buffer against instability.
<ul style="list-style-type: none"> • Co-option by Mainstream System: There is a serious risk that larger international NGOs or donors, seeing the value of "community philanthropy," may adopt the language without shifting power, effectively hollowing out the concept. • A Concrete Example: A Brazilian participant shared how an external partner initially praised their work, only to later try to impose a standardized, irrelevant model that ignored local context. 	<ul style="list-style-type: none"> • "Own the Narrative": Proactively define and communicate what community philanthropy is and is not. • Be Selective with Partnerships: Carefully vet potential partners to ensure alignment with core values, not just access to resources • Document and Showcase Authentic Models: Use stories and case studies to demonstrate the unique value of community-led approaches.
<ul style="list-style-type: none"> • Loss of Core Principles with New Generations: A concern was raised that younger generations (Gen Z) who have grown up within the traditional aid system may not instinctively understand or value community-based models • Dilution of the Model: The pressure to fit into traditional reporting frameworks can force practitioners to "manufacture value" in ways that betray the model's principles. 	<ul style="list-style-type: none"> • Intentional Intergenerational Engagement: Create spaces for mentorship and dialogue to pass on the movement's history and core philosophy. • Trust in Community-Driven Data: Have the confidence to value qualitative, community-generated evidence of change.

Day 3: External Evaluation of the GfC Program

The day was dedicated to a deep, collaborative engagement with the external evaluation team. It was structured to harvest the alliance's collective information to inform the program's final evaluation, with a focus on the core criteria of coherence and effectiveness. The discussions were characterized by a candid exploration of the tension between the program's emergent, movement-oriented nature and the rigidity of a traditional donor evaluation.



3.1 Setting the Stage: The "Dance" Between Philosophy and Formal Evaluation and Exploring "Coherence": The Alliance as a Family

The evaluators began by openly acknowledging this central tension. They framed their role as facilitators of a "dance" between two worlds:

- The GfC World ("Outside the Box"): characterized by flexibility, emergent learning, trust-based relationships, and a focus on shifting power and building a movement.
- The Donor Evaluation World ("The Box"): Bound by strict criteria (such as coherence and effectiveness), standardized terminology, and the need for measurable evidence to meet accountability requirements.

The evaluator stated, *"What we need to tell you... Is that the box still exists? Okay? And it will trick you out... one of the places where the box is strongest is in the final evaluation."* They asked for partners' patience and active collaboration, urging them to "flag" any evaluation language that felt misaligned with the program's reality. This transparent approach set a tone of shared purpose: to produce an evaluation that was both technically rigorous and authentically represented the GfC journey.

A major focus was the evaluation criterion of coherence—how well the different parts of the program worked together. Partners rejected a mechanical definition in favor of a relational one, describing the ideal GfC alliance as a "family."

What did "good fit" look like for the GfC family?

- Active Participation & Solidarity: "Drinking, dancing, eating" together, representing open communication and mutual support.
- Fluid Resource and Information Sharing: "Polling and sharing of resources," with "no egos and logos" hindering collaboration.
- Shared Vision and Complementary Skills: "Diverse skills and expertise within different organizations" working towards a common goal.
- Contextual Awareness: Learning from and about each other's countries, avoiding insularity.

What indicated a "poor fit"?

- "Working in silos," "low information sharing," "useless meetings," and "poor power dynamics within the consortium."

This exercise established that for GfC, coherence was not about logistical alignment but about the quality of relationships and a shared commitment to values.

3.2 Relationship Mapping: A Traffic Light Assessment



Partners then engaged in a revealing visual exercise, mapping their relationships with various external actors using a traffic light system (Green/Amber/Red).

- Green (Positive/Collaborative): Many relationships with international donors and some national governments were rated positively. For example, partners noted that GfC's work had increased their ability to engage in high-level conversations about localization.
- Amber/Red (Challenging/Strained): This sparked the most critical discussions. Partners shared experiences of:

This mapping provided a stark, evidence-based visual of the program's successes and the systemic challenges it faced.

3.3 Analysing Adaptive Management: What Was Dropped, What Emerged

The day featured a structured analysis of the program's adaptive journey. Partners broke into domain-based groups to review and prioritize strategies that had been dropped (unrealized) and those that had emerged in response to learning and context. The following table synthesizes the key findings from these deep-dive discussions:

Domain Focus	Key Dropped Strategies & Rationale	Key Emergent Strategies & Rationale
Domain 1: Communities	<ul style="list-style-type: none"> Working with large, ego-driven organizations: Shifted focus to create space for smaller, authentic grassroots actors. Cumbersome data collection systems: Stopped using irrelevant metrics that didn't capture real change. 	<ul style="list-style-type: none"> National Movements & Communities of Practice (CoPs): Built broader collective power and peer-learning platforms. Inclusive Leadership Training: Ensured women and persons with disabilities were trainers, not just trainees.
Domain 2: National Actors	<ul style="list-style-type: none"> Scattergun advocacy: Stopped spreading efforts thinly; instead focused on specific, winnable policy issues (e.g., leveraging Ethiopia's localization policy). Over-reliance on external experts: Shifted to building internal Southern-based expertise. 	<ul style="list-style-type: none"> New Collaborative Platforms: Created efficient coalitions for joint advocacy. Crisis-responsive Advocacy: Adapted strategies to address emergent political and social shocks.
Domain 3: International Actors	<ul style="list-style-type: none"> Trying to engage everyone: Became more strategic, choosing to create "our own spaces" rather than seeking validation in unwelcoming forums. 	<ul style="list-style-type: none"> Integrating Domains: Linked local leadership development (Domain 1) with international advocacy (Domain 3) Relationship Mapping: Used visual tools to track the quality of engagement beyond simple numbers.
Domain X: Cross-Cutting	<ul style="list-style-type: none"> The discussion here was more about the nature of Domain X itself 	<ul style="list-style-type: none"> Building Collective Power & Resilience: Identified as the central, cross-cutting strategy that bound all domains together. This was represented as the core that holds the other domains in cohesion. As one partner put it, Domain X is "<i>the flow that connects the vibes</i>", and link all domains, focusing on ecosystem building and network weaving.

3.4 Identifying Missing Adaptations and Persistent Questions

In a final reflective exercise, partners discussed critical adaptations that were needed but not feasible, as well as the "missing" opportunities. This highlighted the limitations faced by the program.

- Insufficient Centering of Social Justice: A powerful critique argued that although the program included marginalized groups, it failed to explicitly and structurally center social justice as a core principle for building a new system. This was seen as a fundamental gap, not merely an add-on.

- Constraints of the Logframe: The predefined logframe and indicators were repeatedly cited as an "imposition" that limited creativity and the ability to pursue more radical, community-prioritized pathways.
- Underdeveloped Collaborations: Missed opportunities included deeper South-South learning (especially beyond English and Portuguese) and more systematic partnerships with local universities for research. The specific question: "Why are we not the ones at GFC family doing this advocacy together in certain spaces?"



A conclusion was that a valuable learning legacy includes not just answers, but also persistent, unanswered questions. As one partner noted, *"I still don't know exactly which way I would go on this... There's more than one option, and it's not always clear."* This honesty was framed as a strength, reflecting the complexity of the work.

3.5 Negative and Missing Examples: Where Adaptation Was Insufficient

The program faced multiple challenges in which adaptation was insufficient or impossible, leading to missed opportunities for learning and collective impact. MFA and other stakeholders were highly attached to the original program framework, limiting flexibility. Insufficient funding to increase exchange among CoP members restricted knowledge sharing and peer learning. Many stories of transformation went undocumented, underscoring the need for more artistic and audiovisual documentation of program impacts.

- Contextual factors, including political, economic, and structural fragilities, also constrained adaptation. Fragile local governance, the program faced multiple challenges in which adaptation was insufficient or impossible, leading to missed opportunities for learning and collective impact. MFA and other stakeholders were highly attached to the original program framework, limiting flexibility. Insufficient funding to increase exchange among CoP members restricted knowledge sharing and peer learning. Many stories of transformation went undocumented, underscoring the need for more artistic and audiovisual documentation of program impacts.
- Contextual factors, including political, economic, and structural fragilities, also constrained adaptation. Fragile local governance, legal issues, and systemic barriers limited the program's ability to respond effectively. The program structure, in which domain leads operated rigidly rather than adaptively, contributed to missed opportunities for joint advocacy and engagement.
- Negative strategies included a focus on hierarchical or ego-driven organizations and insufficient attention to direct connections among CoPs. Exchanges among participants were limited, which restricted alliance deepening and collaboration beyond established networks (e.g., beyond GIC). Tensions between awareness-raising and actual engagement were observed, along with a failure to explicitly center social justice or to address inclusion structurally rather than superficially.
- Long-term sustainability thinking was limited, particularly in terms of mobilizing resources for enduring impact. Collective dialogues and international advocacy spaces were underutilized, and more joint advocacy efforts in global networks were needed. Ministry and program indicators were often misaligned with actual priorities, occupying excessive time and energy without producing meaningful insights. Collaboration with public and private sectors was insufficiently informed by proposals or strategic planning, resulting in low influence and missed opportunities for impact.

NEGATIVE EXAMPLES	INSUFFICIENT ADAPTATION	LEARNING OPPORTUNITIES
Attachment to original program	MFA and stakeholders highly attached to original framework; rigid domain leads	Build adaptive leadership; allow program structures to evolve in response to context
Lack of exchange & collaboration	Limited funding for CoP exchanges; insufficient collaboration with public/private sector; missed connections between CoPs	Increase funding and opportunities for cross-CoP exchange; facilitate structured collaboration beyond existing networks
Documentation gaps	Many stories of transformation not captured; insufficient use of artistic or audiovisual methods	Develop creative documentation strategies, including visual/ audio storytelling, to capture transformations
Contextual constraints	Political, economic, and structural fragilities; fragile governance and legal barriers	Conduct context mapping and risk assessment; develop flexible program responses

Additional negative and missing examples included a lack of adaptable measurement frameworks to meaningfully capture progress, limited engagement with local universities or research institutions, and underdeveloped strategies to amplify grassroots participation. Collective advocacy efforts were inconsistent, and the program sometimes failed to pursue collaborations that could have strengthened the alliance.

Day 4: What's Next? Envisioning the Future Beyond 2025

The day focused on envisioning the future and was co-led by GFCF, STAR Ghana, UNGOF, and CESE. It commenced with remarks from Ese Emerhi of GFCF, who highlighted upcoming strategic spaces for continued engagement and collective action. She mentioned the 2026 APN Assembly, set to take place in Ghana, and the Shift the Power Summit in Nepal as platforms for the alliance to connect, maintain momentum, and further strengthen the GfC family.

4.1 Honoring the River of the Movement

The day began with reflection on “*What’s Next?*” for the program. Participants gathered on the riverbanks, not a literal river, but the stream of a movement that has been flowing for five years, connecting communities, ideas, and people across countries. They paused to honor that stream, to speak to it, to bless it, and to ask it to keep flowing. “My dear, dear river, you gave us a chance to start a movement, so please, flow on. We will inspire more leaders, more CEOs, to work together effectively, even when it feels impossible at times”. I wish that we continue to flow by centering our relationships, care, and social justice in everything that we do. Our actions today impact generations to come.



Thank you.” Everyone added their hopes and blessings: “I wish you to continue growing and become even more abundant. River, River, may your presence be strong and uplifting, from the Bronx to our communities here. Let us continue to be strong. Would you need us for plenty and independence? We wish for more joy in the city. Even in dark times, may your flow remind us to dance. May peace and happiness come to flow.”

“I wish we had more guardians to protect you, more care to keep you flourishing. Let there be prosperity, and let there be peace in our world. Thank you for bringing people together, and may you continue to bring more to community platforms. May community philanthropy truly become the way development is set. I pray that no amount of mingling or distraction will destroy your destiny. Even when it is dark, remind us to dance. Teach us to be one with our challenges,

as you are one with your stones. Please, river, flow strong.”

This ceremonial opening reminded us that the movement is alive, vibrant, and flowing. It called all participants to nurture the stream, to let it grow deeper, wider, and more inclusive, and to ensure that the work done will sustain generations to come.



4.2 The world we want, what we want to experiment with, and the support we will need.

Jenny Hodgson invited participants to reflect on the journey so far, and the system shifts we long for. She reminded participants that while the old structures of governance and development often fail to be human-centered, the abundance we need already exists in our relationships, ideas, and communities. Trust, she said, is the river that binds these things together.

With these words, participants were called to imagine the world we want and to ask ourselves, using artistic drawings:

- What is possible now?
- What is in our power?
- What can we choose to do without waiting for permission?



The drawings and reflections by each group were aimed at imagining a future system that works better for communities, networks, and individuals. Participants reflected on what is possible, what needs to change, and how to act collectively to build a more connected, human-centered system.

Observations on the current system:

- The existing system is fragmented and bureaucratic, often leading to exhaustion among actors.
- Innovation exists at the edges, but these ideas are often isolated or overshadowed by larger organizations.
- There is a tendency to overpromise outcomes and fail to capture the full human and local contributions.
- Despite these challenges, there is energy and potential within networks that can be harnessed to create something new.

Participants emphasized a set of guiding principles for designing the world we want:

- Human-Centered – Prioritize relationships, trust, and care.
- Inclusive and Equitable – Ensure the voices of historically excluded groups are heard and valued.
- Networked and Collaborative – Build from community and networks, rather than top-down institutions.
- Leverage existing resources, ideas, and goodwill rather than focusing on scarcity.
- Recognize and learn from past practices, traditions, and local wisdom.

- Be willing to try new approaches and challenge old norms.

Participants identified ways to turn principles into practice:

- Start where we are: Identify what is possible now using current networks and resources.
- Connect ideas at the edges: Weave isolated innovations into coherent systems for broader impact.
- Engage diverse actors: Include civil society, the private sector, and local communities.
- Focus on relationships: Prioritize trust and shared purpose over hierarchical control.
- Leverage cultural tools: Use art, storytelling, and local knowledge to imagine and communicate new possibilities.
- Share power and resources strategically: Ensure resources and decision-making do not reinforce old hierarchies.

4.2 What lies ahead for us?

Alliance partners discussed the potential opportunities for continued partnerships based on what they are already doing in their organizations.

MICAIA	<ul style="list-style-type: none"> • Producing documentaries showcasing five years of organizational work. • Focus on short films and storytelling to document achievements and lessons learned. • Focus on collaboration with CSOs, training participants, and partner organizations to co-create content.
WACSI	<ul style="list-style-type: none"> • Collaborative platform for developing content on community philanthropy. • Activities include writing blogs, articles, and critiques to improve storytelling. • Aims to support multilingual content in English, Arabic, Portuguese, Spanish, Swahili, Hausa. • Helps members share experiences and amplify diverse community voices. • Planning initiatives for cross-country collaboration and learning among CSOs. • Focus on connecting emerging organizations with established ones for resource sharing and mentoring.
DEC	<ul style="list-style-type: none"> • Producing locally contextualized storybooks to promote giving culture in communities. • Addressing lack of educational materials in local languages and culturally relevant stories. • Training community members to document local narratives and philanthropic practices.
UNGOF	<ul style="list-style-type: none"> • Focused on documenting existing practices within the organization. • Creates a repository of learnings and innovations to guide future work. • Creating small pooled funds to support ongoing initiatives and experimentation. • Ensures some staff-led allocation to explore alternative approaches.
KCDF	<ul style="list-style-type: none"> • Sustain COPs beyond project timelines to continue peer learning, collaboration, and influence. • Document community contributions and influence local power dynamics.

	<ul style="list-style-type: none"> Expand COPs across multiple geographies and sectors including education and employment.
WACSI, DEC & MICAIA	<ul style="list-style-type: none"> Integrating COP insights into documentaries and content to showcase best practices and replicable models
Dalia Association	<ul style="list-style-type: none"> Works with women-led CSOs in Palestine and Arab regions to define strategies and mobilize resources. Shares documented research and animation films to showcase regional experiences.
CESE	<ul style="list-style-type: none"> Developing mechanisms for remittances and other local resource flows to fund social initiatives. Aims to reduce reliance on external funding and strengthen financial autonomy of African organizations. Developed a newsletter in Portuguese on funding crises to improve access to information.
Commua	<ul style="list-style-type: none"> Summarizes international funding trends for non-English-speaking audiences. Includes sections highlighting community responses and hope-inspiring examples. Use of art installations, visual projections, board games, and card games to explore philanthropy and power.
GFCF	<ul style="list-style-type: none"> Going forward, the GFCF will continue to offer its institutional website and the ShiftThePower Treehouse as thought leadership platforms to publish ideas and reflections on community philanthropy. The GFCF has also reached out to the GfC anchor partners to collaborate on producing a documentary and promoting the same documentaries.
APN	<ul style="list-style-type: none"> APN Biennial Assembly that brings together diverse actors. Tracking of change in philanthropy policy and enabling environment for African philanthropic practices to thrive. Knowledge generation to inform policy advocacy and share the narrative around the impact of African philanthropic practices in community-led and national development.

4.3 Cultural Night & Networking

The GfC family hosted a cultural night dedicated to celebration and networking. Partners wore traditional dress and showcased their unique cultures through vibrant dance and music performances. The event featured authentic Tanzanian cuisine, offering a genuine taste of local foods.

Day 5: Prototyping the Future: Group Work

The day began with Dr. Stigmata Tenga introducing the co-facilitators for the day, ABF and DEC. This was followed by an engaging word-association energizer, facilitated by DEC, in which participants formed a circle and collaboratively built a continuous sentence, with each person contributing one word in sequence. Anyone unable to recite the entire growing sentence was gradually eliminated from the round.

Participants were then divided into four (4) groups, in which they discussed and identified critical yet unresolved challenges that define the program's future. The discussion was structured through a powerful metaphorical exercise, where participants broke into groups, each focusing on a distinct thematic "ecosystem" of challenges:

5.1 What are the major issues or obstacles related to community engagement and sustainability that we have not been able to address in our discussions?

5.1.1 The Tree – Community Engagement & Sustainability:



- a. Major Issues and Obstacles:
 - Resistance at the community level to realizing they can solve their own problems; dependence on external aid (not just COP-focused).
 - Continuity beyond external support: Initiatives risk collapsing after aid or support ends.
 - Dominant systems: Early-stage initiatives may be reversed by entrenched societal or political systems if support is withdrawn.
 - Limited methods to reach marginalized groups (elderly, disabled, minorities); lack of creative, context-sensitive engagement strategies.
 - Difficulty linking advocacy, community philanthropy, and COP initiatives.
 - Increasing attacks on organizations promoting social justice.
 - Risks from misinformation, AI misuse, government surveillance, and oppressive state mechanisms.

- b. Proposed Solutions:
 - Develop creative and inclusive methods to engage diverse groups.
 - Strengthen continuity mechanisms for COP initiatives to ensure sustainability.
 - Integrate advocacy and community philanthropy systematically.
 - Conduct awareness campaigns to shift community mindsets toward self-agency.
 - Establish safeguards against disinformation, threats, and violence.

5.1.2 The Drop of Water – Emerging Organizational Obstacles

- a. Major Issues/Obstacles:
 - Internal organizational alignment: Some organizations do not practice philanthropy internally; risk of talking without acting.
 - Limited use of evidence: Insufficient reflection on member results and outcomes from community philanthropy.
 - Communication gaps: Meetings and discussions often lack intentional structure to maximize impact



b. Proposed Solutions:

- Encourage internal practice of philanthropy before external advocacy.
- Systematically capture and analyze member outcomes for learning and decision-making.
- Strengthen intentional, structured communication in meetings to improve clarity and follow-up.

5.1.3 The Key – Access, Autonomy & Empowerment

a. Major Issues/Obstacles:

- Limited global advocacy scope: Alliance advocacy constrained by political, geographic, or operational boundaries.
- Online security & misinformation: Cybersecurity threats and misinformation reduce effectiveness of advocacy.
- Diverse perspectives & polarization: Conflicting views among alliance members make joint advocacy statements difficult.
- Lack of strategic advocacy planning: No unified, cross-geography advocacy agenda aligned with alliance values.

b. Proposed Solutions:

- Engage trusted advocacy partners with expertise and evidence-based approaches.
- Develop and implement a strategic, values-driven advocacy agenda for the alliance.
- Support members in local and global advocacy, balancing local context with alliance-wide principles.
- Invest in cybersecurity, information verification, and reputation management strategies.

5.1.4 Circle/Earth – Global Advocacy, Alliances & Solidarity



- a. Major Issues/Obstacles:
 - Funding accessibility: Local CSOs face barriers accessing donor proposals due to language, eligibility criteria, or organizational size.
 - Local capacity gaps: Limited ability to write proposals or manage funds.
 - Dominating agendas: International donors or NGOs impose agendas, sidelining local priorities.
 - Lack of localization support: Insufficient commitment from international actors to support locally-driven initiatives.
- b. Proposed Solutions:
 - Provide targeted or simplified funding opportunities for local CSOs.
 - Build local capacity through training, translation support, and guidance for proposal writing.
 - Encourage local resource mobilization to reduce dependence on external donors.
 - Ensure participatory decision-making to align project agendas with local priorities

5.3 Conclusion and Way Forward

The 2025 Giving for Change (GfC) Learning and Reflection Meeting provided a critical platform for partners to take stock of the program’s achievements over the past five years, reflect on lessons learned, and collectively envision strategies to sustain community philanthropy beyond the program period. The discussions highlighted the potential of community-led initiatives to increase local ownership, amplify civic participation, and foster solidarity among civil society actors.

5.3.1 Key Conclusions:

- Community philanthropy has strengthened the agency of local actors, enabling communities to identify solutions to their own challenges and claim entitlements from various stakeholders.
- Cross-country collaboration and knowledge sharing have been instrumental in promoting good practices, advocacy approaches, and innovative community-driven initiatives.
- Persistent challenges remain, including limited access to funding for local organizations, shrinking civic spaces, misinformation, and the need for capacity building at local and national levels.
- Strengthening alliances and networks remains essential to amplify advocacy efforts and ensure continuity of impact beyond the programme.

5.3.2 Way Forward:

1. Continue to strengthen local capacity to mobilize resources, manage initiatives, and influence policy in ways that reflect community priorities.
2. Develop a coordinated advocacy agenda that leverages GfC’s achievements, values, and networks to influence national and global stakeholders.
3. Document and disseminate lessons learned, innovative practices, and success stories to guide future programmes and partnerships.
4. Maintain and deepen alliances among GfC partners, National Anchor Institutions, and other actors to foster mutual learning, collaboration, and collective influence.
5. Explore opportunities to build on GfC’s legacy, including expanding initiatives that strengthen community philanthropy, civic participation, and the resilience of local civil society actors.

The meeting reaffirmed the commitment of all partners to continue championing community-led development through community philanthropy, ensuring that the achievements of the GfC programme contribute to long-term systemic change and the sustained empowerment of communities.

5.4 Closing and Best Wishes



A dedicated session was held for participants to share best wishes in a manner similar to a "Secret Santa" exercise. Individuals wrote personalized notes for one another, sharing their best wishes and reflecting on memorable or impactful moments from their time together. This activity served as a heartfelt conclusion to the event and an expression of appreciation for every member of the GfC alliance.

5.3 Closing Remarks and Vote of Thanks by Stigmata and Jenny

In her closing remarks, Dr. Stigmata Tenga thanked the alliance for its partnership and highlighted the work ahead. "Let's continue to connect and reshape the narrative about the impact and role of community philanthropy in our development," she said. Dr. Tenga emphasized that the ultimate goal is "to have a dignified, community-led development in our countries," signaling a continued collective effort to shift power and resources to the local level. The alliance plans to strengthen advocacy and share evidence to build a stronger case for community philanthropy as a cornerstone of sustainable development.

Jenny then expressed gratitude to APN for hosting the GfC meeting and for facilitating a productive and collaborative gathering.

Annexes

Annex 1: Final Detailed Programme Agenda

<https://drive.google.com/drive/folders/1xIHn4tuGpRQqbr6T0tdXn8v9hjB6TLjB>

Annex 2: Full List of Participants & Organisations

<https://drive.google.com/drive/folders/1xIHn4tuGpRQqbr6T0tdXn8v9hjB6TLjB>

Annex 3: Selected Photos and videos from the Meeting

https://drive.google.com/drive/folders/1ci_HWn86kgnrEj9gYmcL1nL3Hwnt2KX_