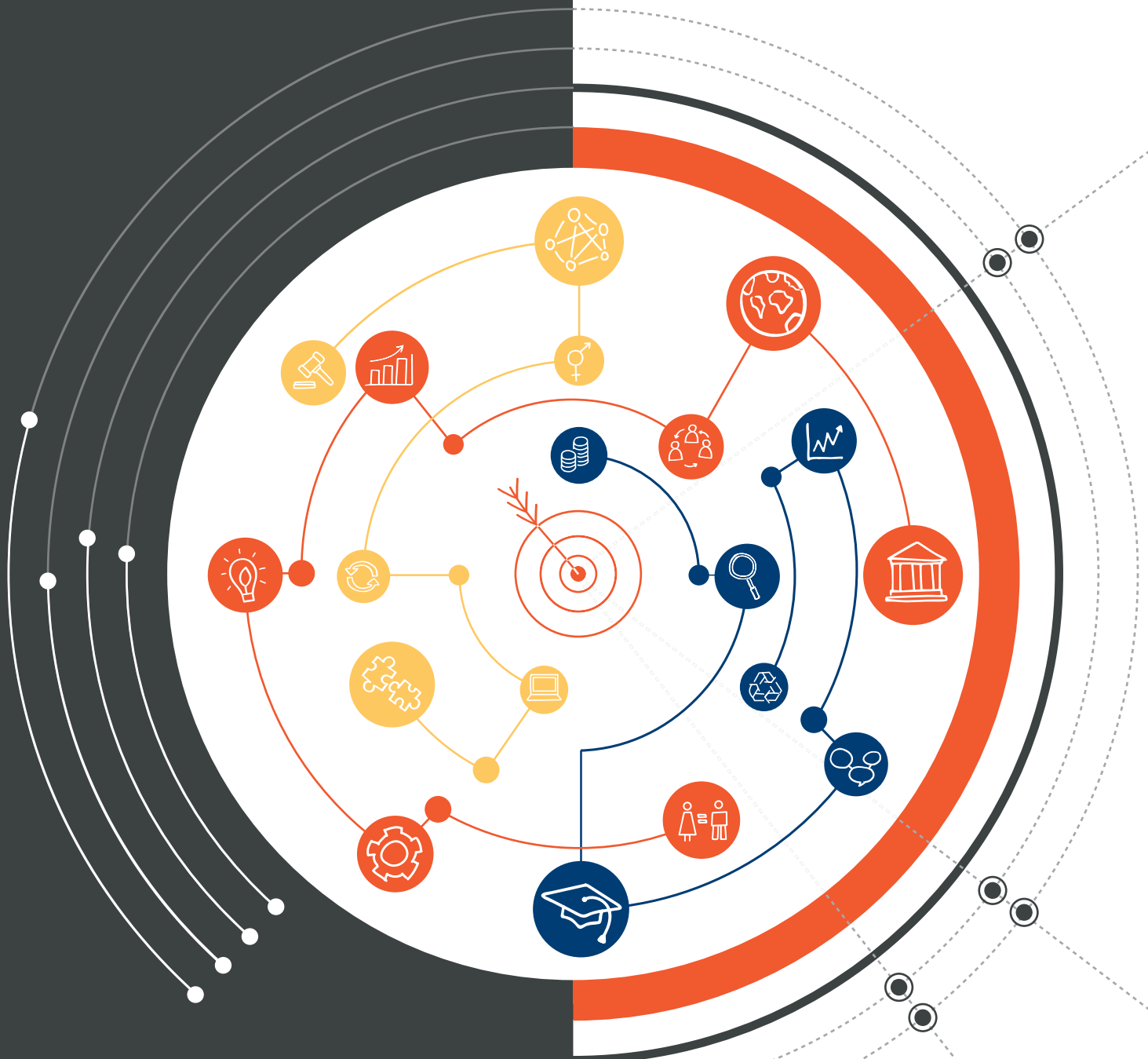


IMPACT

Report



**SHARED
VALUE**
AFRICA INITIATIVE



2018-2021

About the Report

In our third operational year, we are pleased to present our Impact Report for the period May 2018 to May 2021. It is our intention to create a better understanding of our work and our overall impact. As a member-based organisation, our impact is related to the impact created by our members and through our various engagement, advocacy and research platforms.

LIMITATIONS

This inaugural report focus is largely on our output and the impact indication is limited to the data at hand; not a true reflection of our real impact over the past three years. Hence we commit to setting up our measurement processes for future reports.



**SHARED
VALUE**
AFRICA INITIATIVE

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Our African Journey



Leadership Perspectives

In the beginning

The Shared Value Africa Initiative's journey started in 2016, when I attended my first global Shared Value summit in New York. It was here, while listening to the inspiring creators of the Shared Value concept, Harvard Business School professors Michael Porter and Mark Kramer, when it dawned on me that Shared Value actually belongs in Africa and that the concept is far better suited to the developing world, than the developed one.

Upon my return, I relaunched my consulting business as Shift Social Development and began my Shared Value journey on the African continent. Starting from scratch, we raised funds and built awareness. While there were those at the vanguard in Africa like Anglo American, ABSA, Nando's, Old Mutual, Safaricom, Enel and Discovery we realized that the vast majority of companies on the

continent still did not grasp that society and business are inextricably linked. One cannot operate successfully without the other.

Hosting the first Africa Shared Value Summit in May 2017 seemed the logical next step to get the Shared Value message to many more, and get like-minded people to rally around the concept in Africa. The same year, after tough negotiations with the global Shared Value Initiative (SVI) team, we became the regional partner in Africa.

In 2018, we officially became a member of the global network and on Africa Day (25 May 2018) the Shared Value Africa Initiative (SVAI) was born. Also in May 2018, Mark Kramer, Co-Founder and Managing Director of FSG (management consultants), delivered the keynote at the second Africa Shared Value Leadership Summit, which coincided with the launch of the Shared Value Africa Initiative.

Building Africa's Most Impactful Shared Value Business Network

Building the Shared Value network across Africa

Reaching out across Africa has not been easy, but it has been a very rewarding journey. As of now, we have a footprint in 15 countries. The vision for the SVAI is to see every single organisation across the continent of Africa – large, medium and small – embrace and practice Shared Value.

We believe this is the only way for Africa to build sustainable economies that, over time, can evolve into sustainable societies. For this, we need to collaborate and we need the voices of the private sector to influence, advocate and show others how it is possible for business to create both sustainable economic and environmental value for society.

Journeying with academia

We recognised, from the beginning, that the education and advocacy route would be integral to our long-term success. To this end, one of the overriding mandates that we have set for ourselves, is for the delivery of Shared Value business management concept executive short courses across the continent. Having learnt from what Mark and Michael did at Harvard, we are currently engaging with business schools across the continent.

Current partnerships include the University of Johannesburg (UJ) in South Africa, Strathmore

University Business School (SBS) in Kenya, Lagos Business School (LBS) in Nigeria and the African Leadership University's School of Business (ALUSB).

The Africa Shared Value journey and entrepreneurs

Bringing African entrepreneurs into the Shared Value realm is vital in developing the most impactful business network across Africa. For this reason, we established the Africa Council of 8 in 2017 – a body of young leaders who would act as champions on the SVAI in various countries across the continent. These young leaders are hand picked and form part of the SVAI's young leadership group.

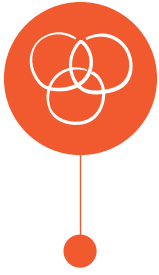
To further drive the SVAI support for entrepreneurs, the Shared Value Africa Academy (SVAA) was launched in March, 2021. The academy's main intention is to train our entrepreneurs on the disciplines and principles of building a sustainable shared value business.

It is part of our mandate to grow and support young entrepreneurs on our continent who can, as a collective, grow the African economy.



Tiekie Barnard
CEO & Founder





What is Shared Value?

Shared Value is when policies and practices of a company enhance its competitiveness, while simultaneously advancing the economic, social and environmental conditions in the communities in which it operates.

As a competitive business strategy, Shared Value represents a shift in mindsets to find new ways to do business that are more efficient, more innovative, reach more markets, and make companies more sustainable over the long term – while also being less harmful to the environment, less onerous for employees, less neglectful of the value chain and less exclusionary.

Creating Shared Value is a business management concept addressing societal and environmental needs through a business model. It is about creating economic value and value for society. Put differently, it is the means to deliver on your organisation's purpose, profitably.... profit with purpose.

The Shared Value framework also aids companies in addressing the Sustainable Development Goals and, in doing so, creates a better tomorrow for all.

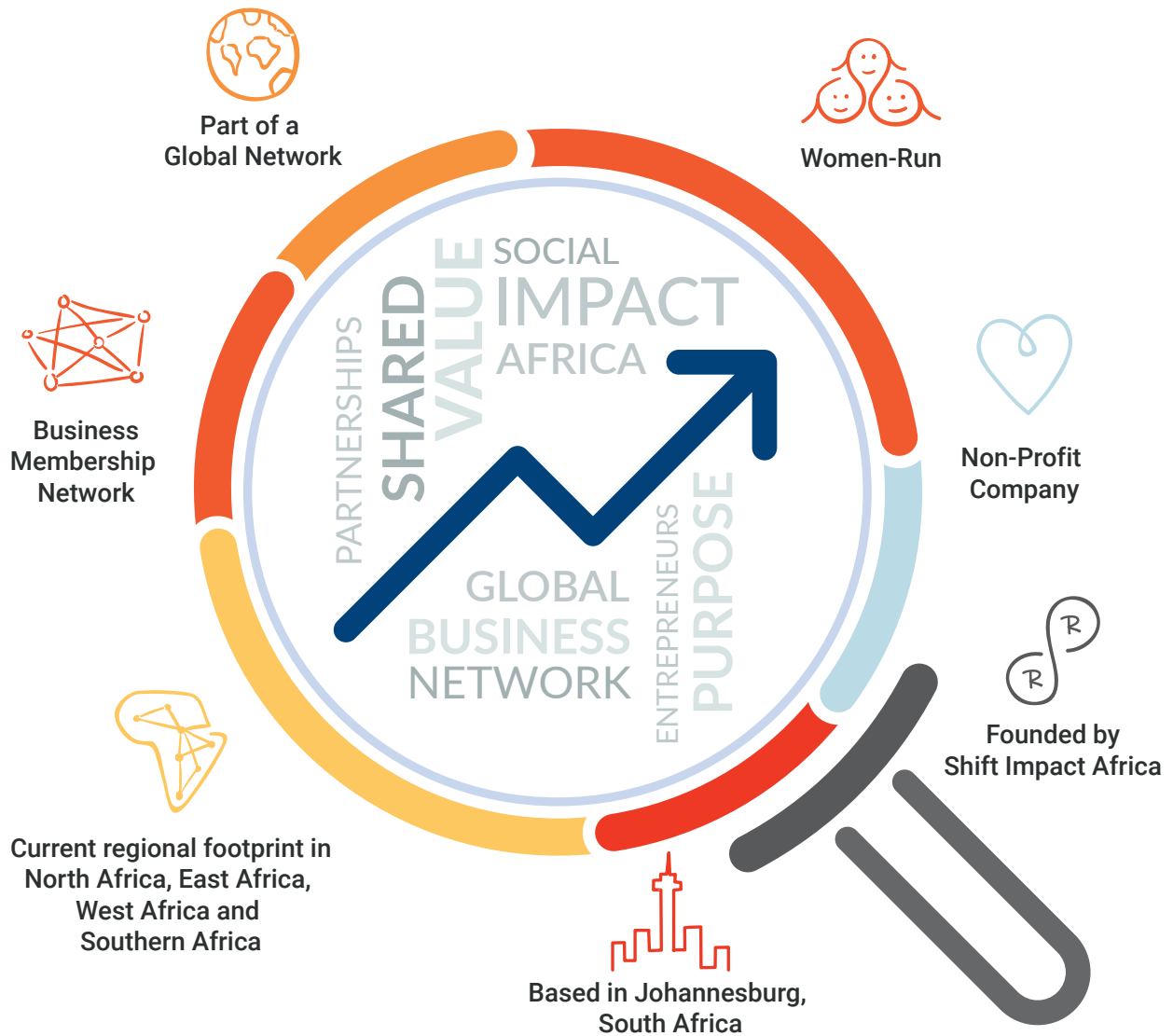




Who is SVAI?

The Shared Value Africa Initiative (SVAI) is a pan-African, non-profit, membership organisation and the regional partner of US-based Shared Value Initiative (SVI). The SVI is a global platform for leaders seeking to solve societal challenges through business solutions and to help companies fulfill a purpose beyond profits alone.

The SVAI network is drawn together through a common purpose: to advocate and create awareness of the Shared Value Business Management concept and motivate for the private sector strategic adoption and implementation of the Shared Value disciplines and principles to create sustainable economic growth focusing on profit with purpose.





How we operate

As the regional partner of the global Shared Value Initiative, SVAI is funded by Shift Impact Africa, a Shared Value advisory and consulting firm.



Our Purpose

To build Africa's most impactful Shared Value business network.

Our Vision

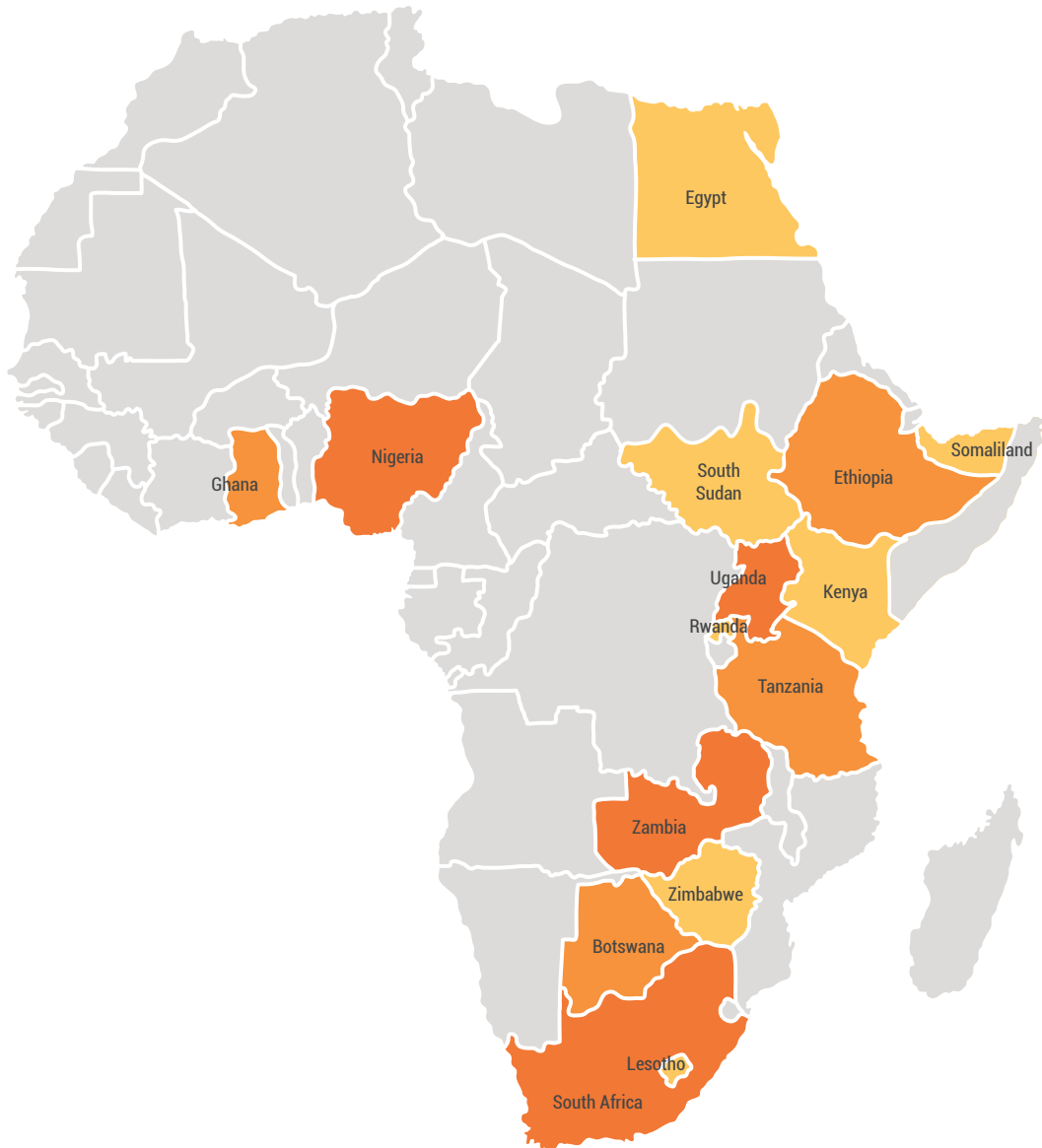
Bringing together businesses and business communities from across the continent to build Africa's most impactful economies, creating long-term sustainability and economic viability.





Our footprint

The SVAI is driven to grow, and to create a footprint across all 55 countries on our continent. Our current footprint stretches across 15 countries, as we continue to research and find avenues to enter new territories.



3
YEARS

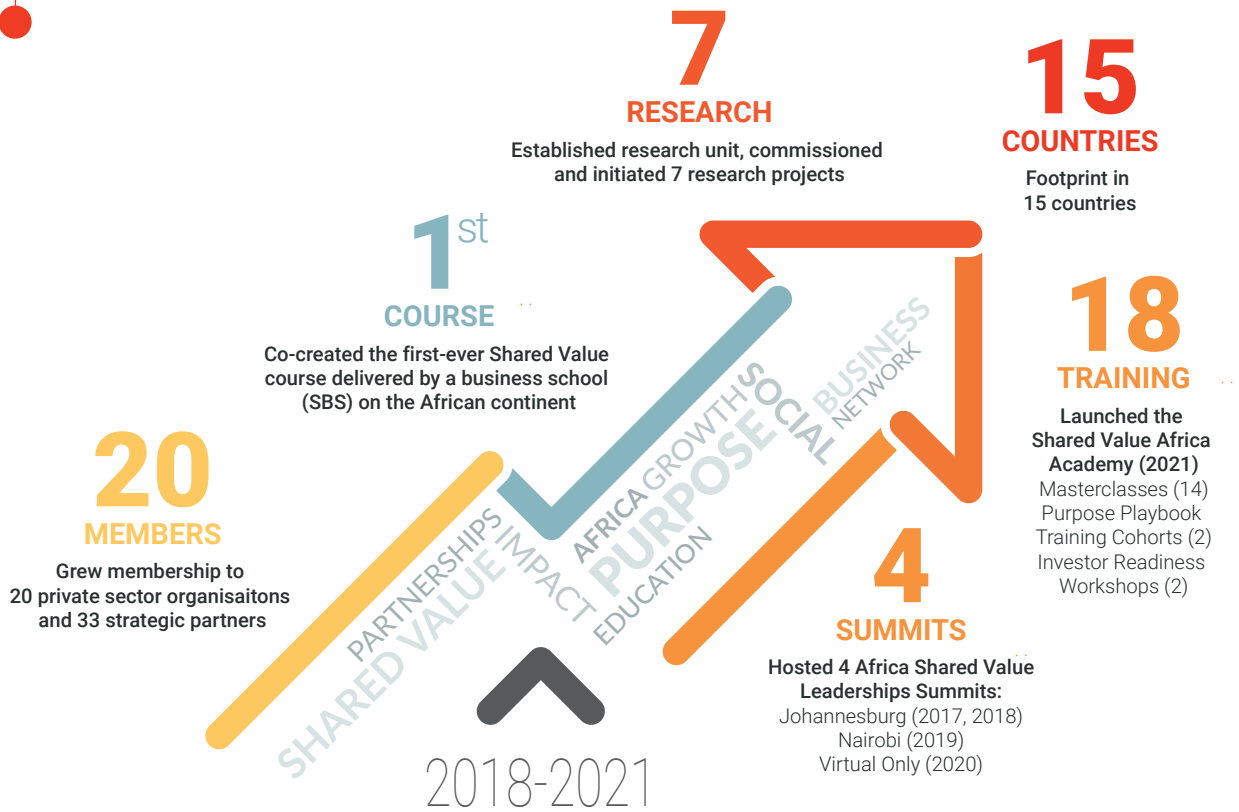
15
COUNTRIES

3 711
COMPANIES

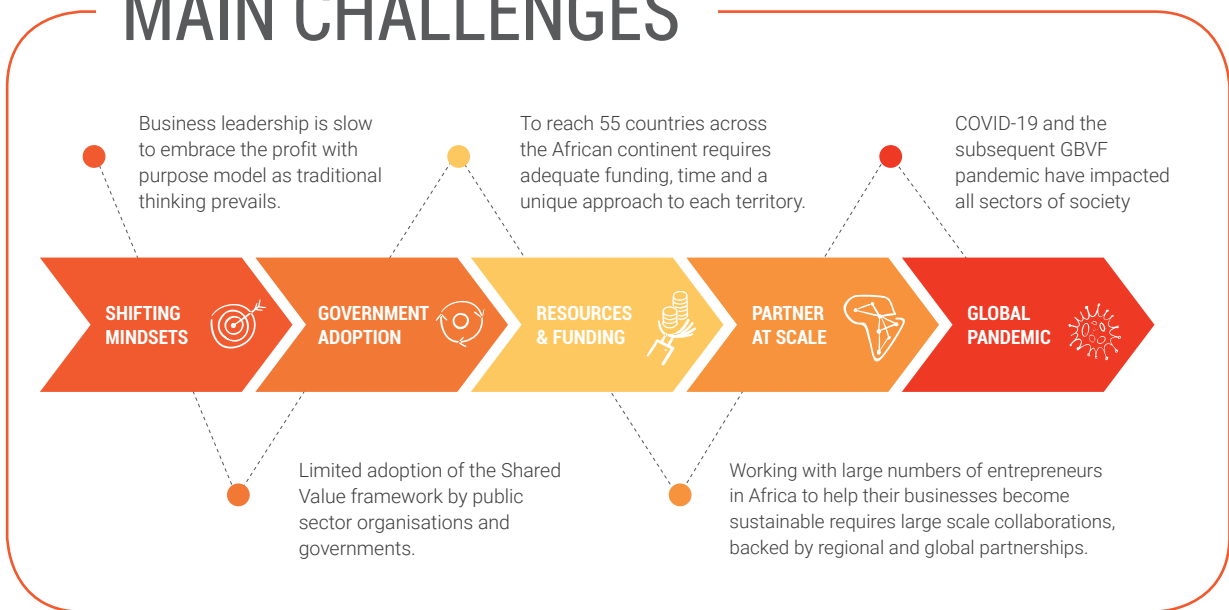




Key milestones



MAIN CHALLENGES





How we create value

As a member-based organisation, our business model is founded on memberships and partnerships with responsible businesses across the African continent. We strive to orchestrate mutually beneficial business relationships between likeminded organisations, with values and principles focused on creating economic value and value for society.



RESEARCH

Social and business issues that directly or indirectly affect the private sector.



NETWORK DEVELOPMENT

Building a global and regional network that can be utilised and accessed by our members.



THOUGHT LEADERSHIP

Members' Shared Value voices to lead the change and influence others to join this community.



ADVISORY & CONSULTING

Support the implementation of Shared Value through Shift Impact Africa.



BUSINESS RELATIONSHIPS

Linking businesses, associations and organised groups across borders to leverage and collaborate for greater impact.



STRATEGIC PARTNERSHIPS

Collaborations to assist in driving and implementing the advocacy work that we do.



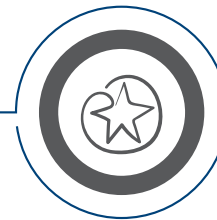
ENGAGEMENT PLATFORMS

Channels to discuss and share insights on topics relating to the Shared Value concept and purpose-led organisations.



ADVOCACY & EDUCATION

Deliver training, as well as develop partnerships with business schools and other tertiary institutions. Facilitate training and various opportunities that support the understanding of Shared Value.



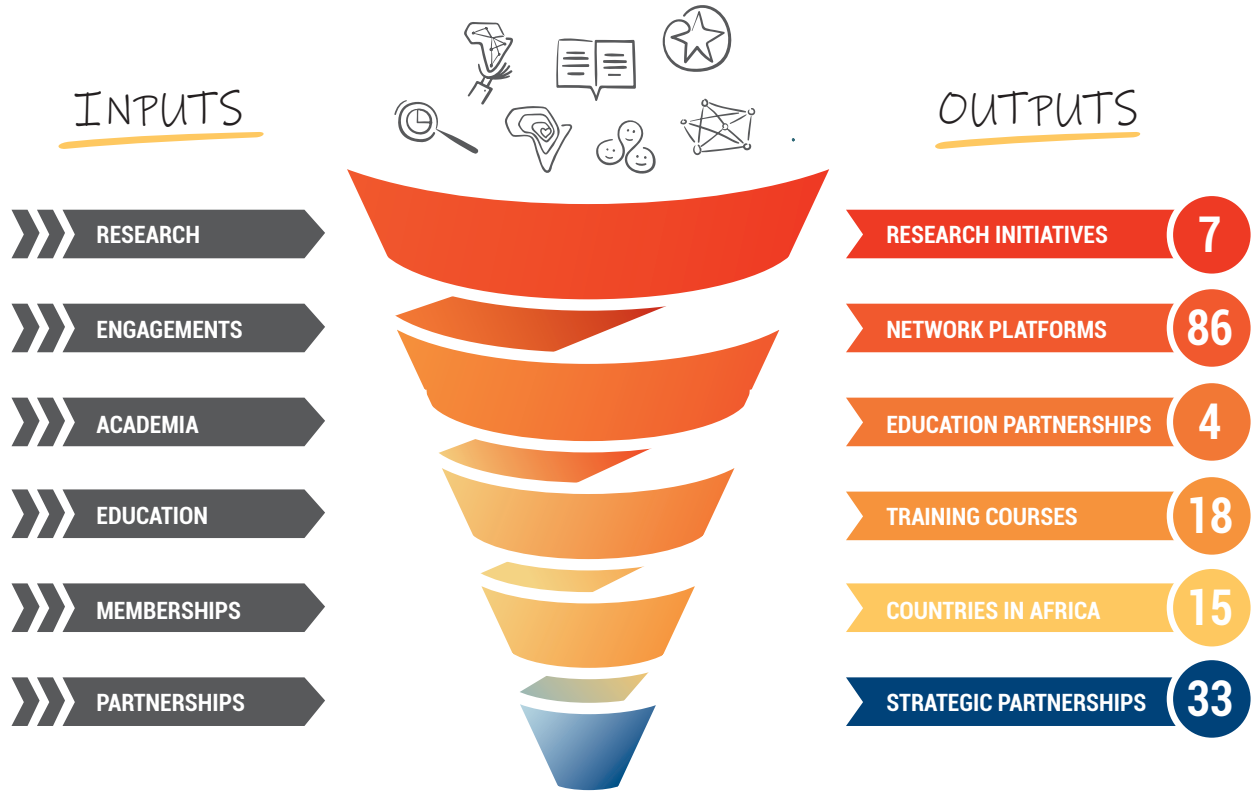
AWARDS

Independent evaluator of the regional Loeries Shared Value Awards and, through global network, supports Fortune magazine's Change the World List.

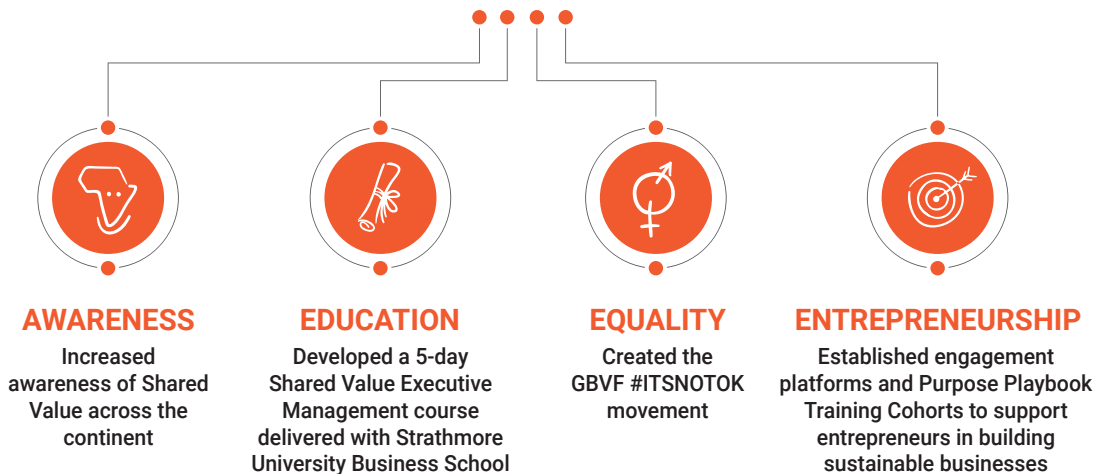




Our value creation model



OUTCOMES





How we measure impact

Members of the Shared Value Africa Initiative (SVAI) are purpose-led companies using shared value to drive business and impact at scale. As a pan-African business network, the SVAI aims to accelerate sustainable change on our continent. For purposes of this report, we measure impact by the number of engagement platforms and advocacy programmes; the number of research projects; the number of training programmes and masterclasses; and the strength of our networks to support purposeful collaboration.





Our impact

through networking across the continent

Our footprint across 15 countries in Africa is a testament to the impact of our advocacy efforts. In addition to continuing to build our business network across Africa, the diagram below highlights certain activities in some of our countries.



GHANA
Africa Council of 8 member, advocacy and thought leadership



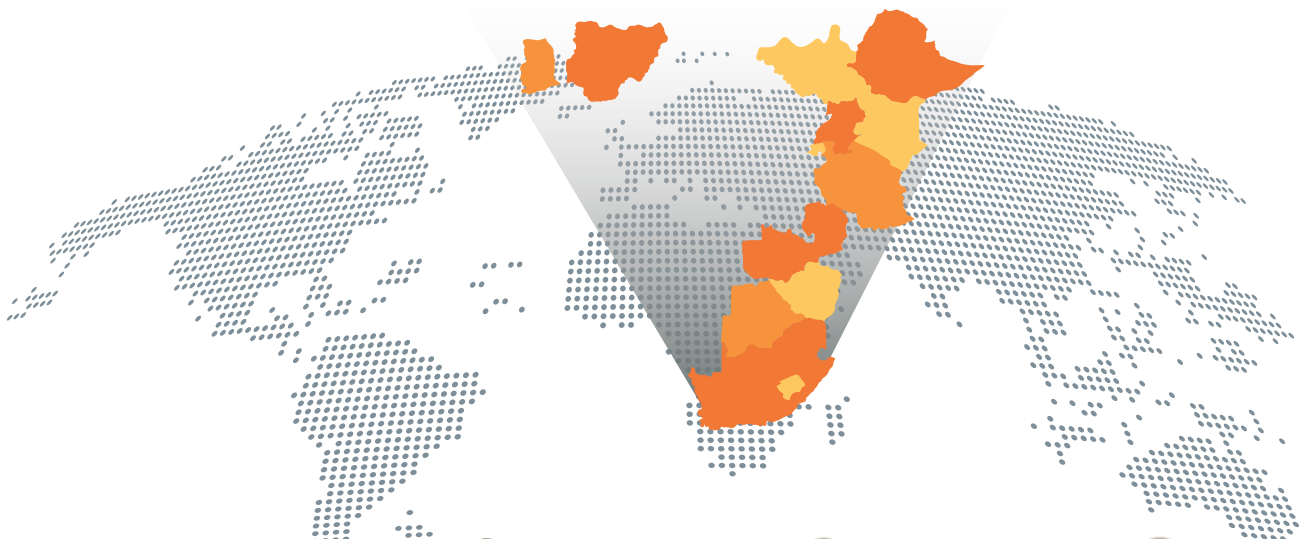
NIGERIA
Africa Council of 8 member, Lagos Business School partnership engagements (virtual and live), Purpose Playbook Training



ETHIOPIA
Strategic partnership with the Pan African Chamber of Commerce and Industry (PACCI)



UGANDA
Strategic partnerships with entrepreneur support organisations



SOUTH AFRICA
Headquarters, members, Shared Value Africa Academy delivering Purpose Playbook Training, engagements, academic partnerships, research, advocacy and thought leadership events



ZIMBABWE
Africa Council of 8-member, advocacy and thought leadership events



RWANDA
Advocacy and thought leadership events, partnership with Africa Leadership University School of Business, Africa Council of 8-member



KENYA
Members, events and other engagements, academic partnerships, Africa Council of 8-member, training consultant

3
YEARS

15
COUNTRIES

3 711
COMPANIES





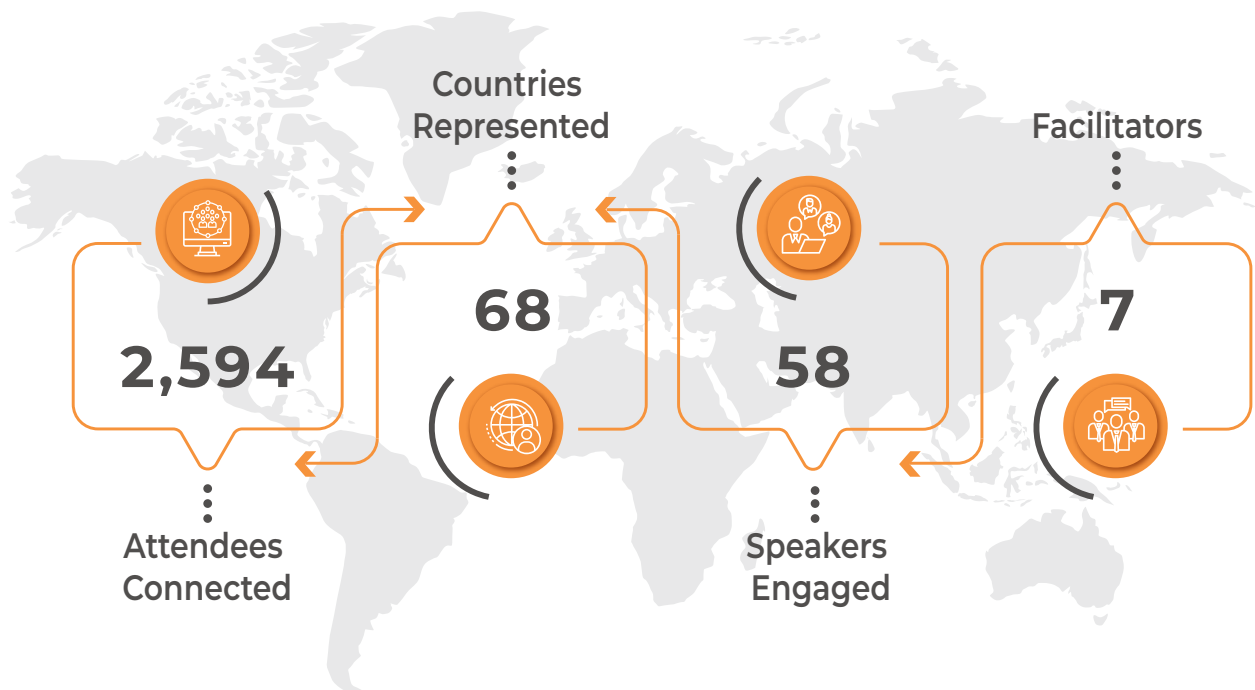
Spotlight on

Africa Shared Value Leadership Summit

Since 2018, the SVAI in partnership with Shift Impact Africa, has hosted a flagship event – the Africa Shared Value Leadership Summit. This annual gathering serves a vital role in raising awareness of Shared Value and its implementation, as well as provides a platform for African business leaders and influencers to discuss topical issues and solutions relating to challenges such as social impact, SDGs, sustainability, climate change, inclusion and related topics.



In 2020, with the advent of COVID-19, we hosted this event virtually for the first time, with record-breaking results – our first eSummit was attended by over 2 500 people, across 68 countries and 58 speakers. The event was widely attended across the continent with greatest participation from East Africa followed by Southern Africa. The event was published by 325 websites, including Bloomberg. This demonstrated not only the growth in Shared Value awareness over the years, but with attendees able to log in from anywhere on the continent, access was no longer an issue.



Working Groups

To achieve the SVAI's purpose of building a collaborative ecosystem for growth through relationships with organisations and business leaders across the continent, the establishment of regional Working Groups in 2020 was an important step on the African journey. Working Groups consist of a small group of leading organisations and experts inclusive of SVAI members and non-SVAI members, who have been identified as outstanding examples of purpose-led business strategy implementation and important stakeholders in their regions.

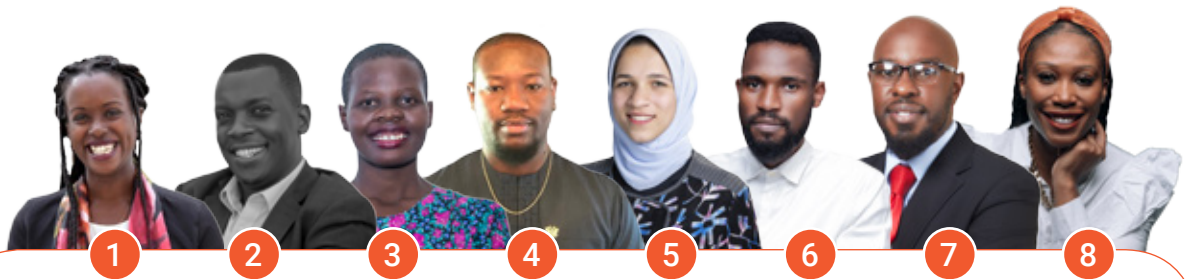
The purpose and vision of the Working Groups are to collectively address social and environmental issues that present a challenge to business and economy in that country, and which can even marginally reduce risk and improve economic growth.

The impact of these collaborations in both Kenya and South Africa have resulted in meaningful engagement with industry experts in furthering the cause of social issues identified.



Africa Council of 8

This initiative furthers our impact through creating meaningful networks amongst influential entrepreneurs across Africa. Launched in 2017, the Council of Eight comprises young business leaders who are young successful in their own right and recognised as such by their peers.



1. Dr. Mumbi Maria Wachira, Lecturer, Strathmore University Business School (Kenya)
2. Regis Umugiraneza, Co-Founder & Director, CARL Group (Rwanda)
3. Elizabeth Okullow, Co-Founder & CEO, Aafri Fudi (Kenya)
4. Afetsi Awoonor, Founder & Chairman, JBW Limited (Ghana)
5. Alaa Moatamed, Co-Founder, Taslema (Egypt)
6. Talifhani Mamafha, Creative Director & CEO, Analytics Advertising (South Africa)
7. Simba Mhuriro, Founder & Managing Director, Oxygen Africa (Zimbabwe)
8. Nichole Yembra, Founder & Managing Director, The Chrysalis Co. (Nigeria)





Our impact

through membership networks

In order to assess membership impact of SVAI, the team engaged with a sample of members across all tiers. Here is a snapshot of some of the comments.

1

WHY JOIN THE SVAI?

QUOTE

"We are in the process of defining purpose and shared value has influenced how we do business internally."

Alignment to company values and purpose
To help change mindset of business

QUOTE

"The Summits give us exposure and access to vast knowledge and information"

2

VALUE GAINED FROM MEMBERSHIP

Exposure
Peer-to-peer learning
Education



QUOTE

"Together with the SVAI, we hope to change the mindset of businesses across Africa."

3

BENEFITS OF MEMBERSHIP

Collaboration leading to impactful partnerships
Publicity and reputational gains

QUOTE

"SVAI membership gives us recognition in our industry as an organisation that espouses the principles of shared value."

4

MEMBERSHIP DIFFERENTIATION

Alignment to the SDGs
Community development
Competitive advantage

QUOTE

KCB Group stated its net promoter score improved to 52%, attributed to improved service delivery and customer service.

5

AREAS OF IMPROVEMENT

More action-oriented collaboration;
Increased collaboration with government and business chambers

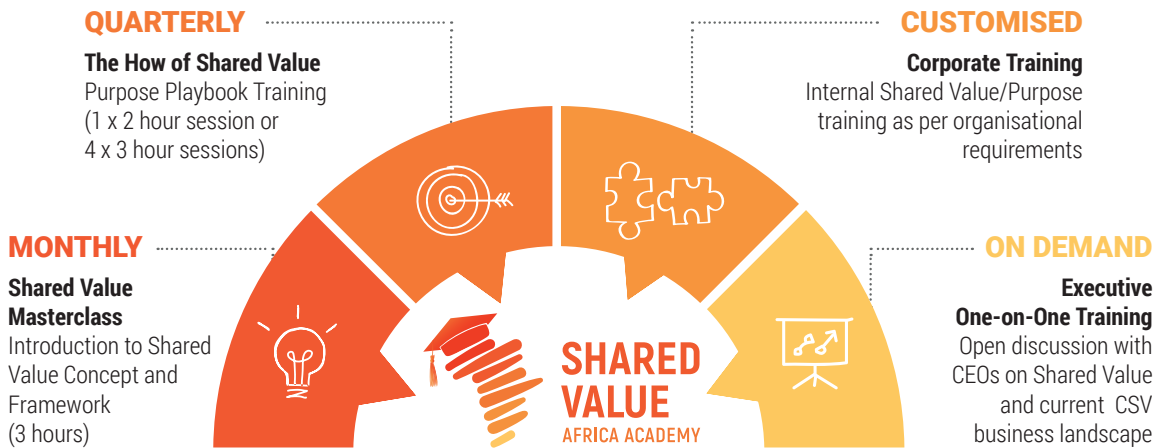




Our impact

through education and training

The Shared Value Africa Academy, launched in March 2021, defines its purpose as: “To deliver executive lifelong learning to develop future purpose-driven leaders”.



The impact of the Purpose Playbook training was assessed through an independent research organisation. The research conducted a pre and post training comparative analysis. The results of the pre-post training analysis suggest that the intervention impacted positively on the participants’ knowledge across a variety of content areas covered by the training. The results suggest that learning took place.

Looking ahead, we will engage in a more qualitative evaluation of the participants’ work and organisational practices. This level of evaluation will attempt to assess if increased knowledge has resulted in any behaviour change, which has impacted positively on their businesses. This will be reported in subsequent impact reports.

Our education and training initiatives over the last three years have resulted in the following engagements and attendance:





Looking ahead



SHARED VALUE IN ACTION

Research and case study development in both the academic and corporate environments will continue as we strengthen partnerships and realise the impact of this philosophy across our member base.



NEW NETWORKING PLATFORMS

Key to our advocacy efforts is creating networking platforms for businesses to interact and learn. We will continue developing these platforms as we enter new geographies.



CROSS BORDER PARTNERSHIPS

Build and orchestrate business relationships across border and continents to contribute to creating a more prosperous future for all



ENTREPRENEURSHIP TRAINING

Growing the Shared Value Africa Academy to become the most recognised school for entrepreneurship training in Shared Value principles and disciplines.



ANNUAL SUMMIT

Building on our successes of the past three years, the initiative will remain committed to delivering our annual Africa Shared Value Leadership Summit.



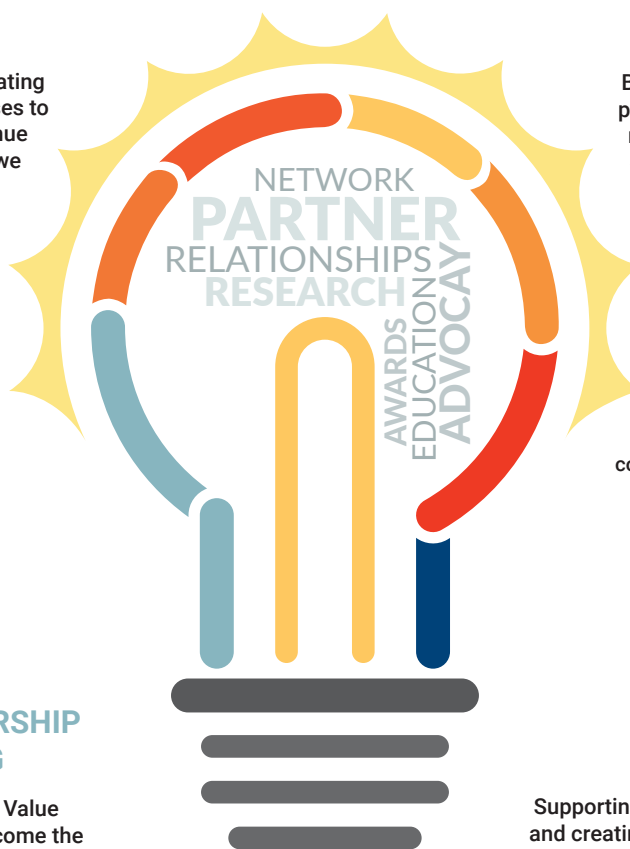
FOCUSED COLLABORATION

Create more action-oriented collaboration; increased collaboration with government and business chambers.



ENTREPRENEUR DEVELOPMENT

Supporting our entrepreneurs across Africa and creating engagement platforms that will empower our young leaders to make informed decisions, based on solid Shared Value thinking, is a main priority.



BUILDING A BETTER FUTURE

The Shared Value Africa Initiative is committed to driving, influencing, lobbying and motivating for the adoption and implementation of the Shared Value Business Management concept on the African continent. Our goal is to bring about change and contribute to building a better and more, sustainable future for all.



“ What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead.

Nelson Mandela



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