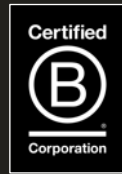




Impact Report 2023





Wasafiri is a global consultancy, incubator, and institute helping leaders and organisations tackle some of the world's most complex problems. From our offices in Kenya, UK, and USA, we have a long-standing record of helping our clients achieve impact at scale on the systems related to conflict, poverty, food insecurity, and environmental degradation. Together, we are helping to create a more peaceful, equitable, and sustainable world.

“Wasafiri helped establish the cross-sector collaboration that is now improving Africa’s agricultural economies.”

Boaz Keizire - Head of Policy, Alliance for a Green Revolution in Africa



A word from Alex Rees, Managing Director



Wasafiri exists to help leaders and organisations build a more peaceful, equitable and sustainable world. We do this through generating new knowledge, empowering systems leadership, and building partnerships that better connect businesses, governments and civil society organisations to make positive change happen. We seek to amplify voices that are less often heard. I'm proud to say that throughout our work of over thirteen years, Wasafiri has been aligned with the B Corp mission: using business as a force for good. We've made good progress; but we've ambition to do better and B Corp's reporting helps us with this.

We are a global organisation using systems-based approaches to generate positive impact at scale. We have an international team working with a wide range of clients and partners in diverse locations and on a variety of topics. To do this work well and to do it responsibly, we have a set of policies and precedents, along with Wasafiri's "Ubuntu Rules" to guide our actions in a way that is socially and environmentally responsible. We believe we make change in the world not only in what we do, but in how we engage others on the journey. We have bumped up against commercial challenges, yet our commitment to a sustainable, rights-based, purpose-led, and human-centric organisation is unshakeable.

Calls for systems change are heard daily on media around the world in response to myriad seemingly intractable problems. I'm intensely proud of the impact Wasafiri has helping leaders and organisations with such challenges. These include countering violent extremism, tackling misogyny, responding to the climate crisis, and aiding the transition to healthier food systems. Fresh insights, new collaborative mindsets, and new forms of systemic actions result from our support and often move the needle to better tackle longstanding problems. In the past 12 months we pooled our experience as a world leading systems change consultancy and institute into a publicly available online course called Systemcraft Essentials and integrated this into leadership development curricula to help leaders around the world grapple with complexity. We are determined to help as many leaders as possible. Give it a go!

Our Impact

The world is facing an array of challenges that it has never encountered before. From climate change to inequality; from food security to migration; from gender equity to modern day slavery: the list goes on. These challenges are societal and environmental, and affect individuals, organisations, and ecosystems alike.

These challenges are global and systemic. Is climate change one country's responsibility? Can we feed the growing, global population without damaging the natural environment? Is economic prosperity possible without gender equality? And which organisation is responsible for addressing each, or all, of these problems?

The challenges that we face are deeply interconnected. As a result, we are experiencing trans-boundary, dynamic problems that are everyone's business yet no one's responsibility. Lines of accountability are blurred, and it is no longer clear who should lead in addressing these problems. These challenges are global, systemic, and complex.

We believe that businesses of all sizes have a powerful role to play in tackling these problems. We are no exception; our clients, partners, staff, and consultants are all valued members of the Wasafiri network and serve as vital guides for our journey of growth and impact. Together, we're proud to have been honoured by B-Corporation in 2019 as a 'Best for the World Company' for helping our clients tackle deep problems such as poverty, insecurity and inequality. We're committed to continuously exploring how to become a more adaptive and innovative, human-centered organisation.

Our B Corp Journey

Much of our work centres around helping our clients to improve their impact in serving 'in-need' populations. For the work we do, that refers to communities struggling with seemingly intractable issues such as poverty, insecurity, or lack of opportunities.

For us, this role means delivering value to all our stakeholders, rather than simply maximising profit for our owners. And the B Corp certification provides a global standard against which we are held to account for our ideals.

We became a B Corp in early 2018. Whilst it recognised some of the things we do well, it also pushed us to improve. For example, we altered our articles of association to formally recognise, and legally bind us, to our shared value principles. It has prompted us to re-examine how we can reduce our impact on the environment, and to codify our standards of conduct and behaviour.

Among nearly 3,000 certified 'B Corporations' spanning 64 countries, Wasafiri was recognised as among the top ten percent honoured by B Corp as a 'Best for the World 2019' company. We were delighted, a bit stunned, and deeply grateful to our committed, tireless staff and consultants.

Our Work

We are committed to tackling some of the world's toughest problems, and bring deep expertise, local insight, proven experience, and trusted networks.



Food

- Building sustainable food systems
- Supporting inclusive growth
- Creating a more conducive business ecosystem
- Transforming African agriculture



Climate & Nature

- Climate-smart agriculture
- Climate resilience and security
- Increasing the positive impact of business on climate and nature



Inclusion & Peace

- Graduation from extreme poverty
- Connecting youth to sustainable livelihoods
- Accountable governance
- Stabilisation and peacebuilding

Our Consulting Services

Our expertise lies in generating new insight, ideas and partnerships to drive more effective, collective action on complex problems.

RESEARCH & LEARNING

Analysing social, economic, political, and security dynamics. Mapping systems, actors and landscapes. Developing learning strategies. Monitoring & evaluating implementation.

PARTNERSHIP DEVELOPMENT

Establishing multi-stakeholder architecture and platforms. Facilitating coordination. Developing accountability and governance mechanisms. Supporting communications.

STRATEGY & DESIGN

Assessing risks, conditions, opportunities, and barriers. Developing scenarios and theories of change. Establishing key objectives and success metrics. Implementation planning.

STAKEHOLDER ENGAGEMENT

Identifying rights and establishing consent. Participatory innovation and design. Developing prototypes and project concepts. Establishing testing and review frameworks.

CAPACITY BUILDING

Establishing requirements and assessing capacity. Designing and facilitating programmes and processes. Tracking results. Ongoing mentoring, coaching, and support.

Our Approach: **Systemcraft**

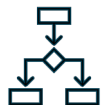
Complex problems require new thinking. We've pioneered systems-based tools and approaches for helping decision makers lead system-change.



Designed to strengthen **collective, adaptive** responses to complex problems.



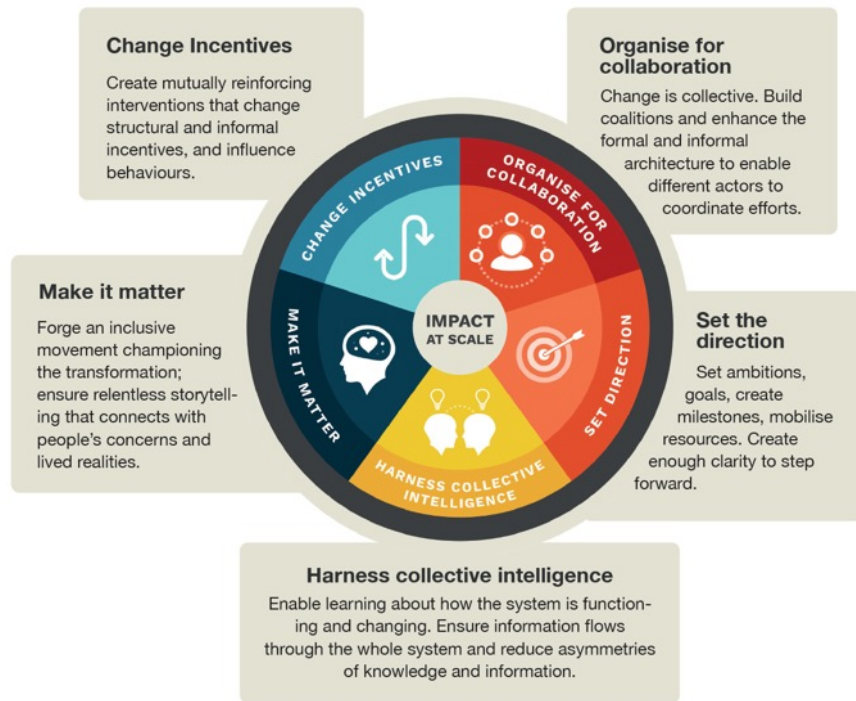
Impels a shift from solution-provider to **change-entrepreneur**.



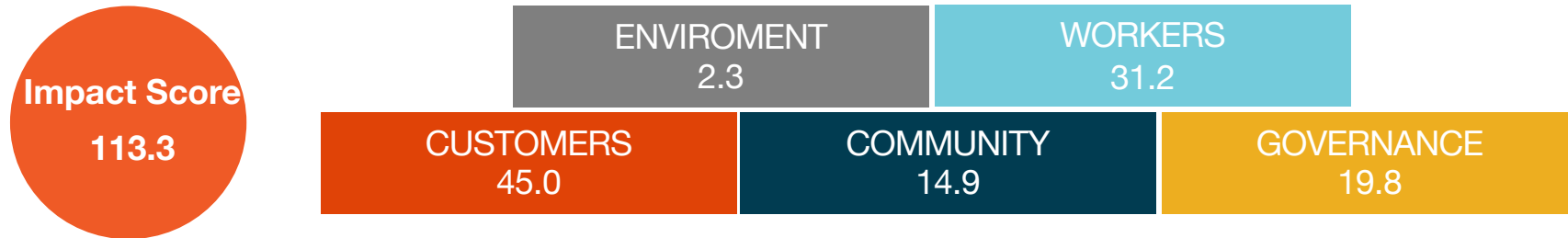
Robust intellectual frameworks to inform decision making and identify '**what next?**'



Ensures **people affected** by complex problems are at the heart of everything we do.



Our Approach: Ubuntu



At the heart of Wasafiri is a veneration for People, Nature, and the profound interdependence that connects us all. Together we create joy and beauty in the world, and we also create struggle and hurt. Our collective work is to endlessly steward our human and ecological relationships into a state of balance in which all People and Nature can thrive.

This sentiment is encapsulated by the African philosophy of Ubuntu. Archbishop Tutu says Ubuntu "is to say, 'My humanity is caught up, is inextricably bound up, in what is yours.' We belong in a bundle of life." Liberian peace activist Leymah Gbowee defined it as: "I am what I am because of who we all are."

For Wasafiri, Ubuntu calls upon us to recognise that we are in this together - us, our clients, the communities we serve, and the natural systems upon which all life depends. It asks us to thrive by helping others thrive. And to do so with warmth, humility, and kindness.

We have co-created a set of Ubuntu Rules. These represent our accumulated wisdom about how to translate Ubuntu into practice in the life of the business. They provide simple handrails to guide decision-making across the business every day. Above all though, Ubuntu.

Our Governance

GOVERNANCE 19.8

Good governance fosters a culture of responsibility, transparency, and ethical behaviour. It is a fundamental element for achieving sustainable growth, building trust among stakeholders, and addressing complex challenges effectively.

At Wasafiri we have been applying and learning about ‘self-organising’ principles to run our own organisation, drawing on Holocracy amongst other models and ideas. We have been formally doing this since mid 2017, learning what works, what doesn’t work as well as we thought it would, and what still needs more work.

What self-organisation is (and isn't) for us

For us at Wasafiri, self-organising principles align with both the work we do and the world we work within. Wasafiri works to tackle complex social and environmental problems by shifting the systems that produce these problems.

Creating system change is about;

- embracing complexity (not reducing it to a set of disconnected parts)
- working with uncertainty (not managing it out of existence)
- the ability to adapt and learn as you go (not predict and control),
- being able to create new and emergent approaches (rather than rely on the ‘best practice’ of the past)

What we have done recently

- A new shareholders agreement was created and approved to increase clarity, improve decision making and align our company’s objectives.
- All our company policies were made publicly available and can be seen on our website.
- Reviewed and updated our Ubuntu Rules. These are the rules that govern the internal decisions we make.

What we aim to do next

- Develop KPIs for the Board that reflect the company's social and environmental performance.
- Elevate the visibility of our code of conduct across the business.
- To improve the representation of our management discussions so that those providing input to decisions better reflect those impacted by the decisions.

Our Workers

WORKERS 31.2

The value workers bring to an organisation extend beyond their roles. And a culture that promotes social responsibility and ethical leadership will help organisations effectively navigate the challenges of making positive change in the world.

Wasafiri means travellers or explorers in Swahili, and was inspired by the phrase, “Traveller, there is no path, we make the path as we walk together.” Founded in 2010 by a Rwandan, a Zambian, a Briton, and an Australian, we established Wasafiri as a professional home for people committed to the lifelong adventure of tackling humanity’s toughest problems.

Who we are

Our staff and consultants form a global community of brilliant advisors, systems-thinkers, researchers, facilitators, and practitioners. Working out of our offices in the UK, Kenya, and the USA, they are brought together for their adventurous spirit, commitment to tackling complex problems, and track record of delivering change.

In January 2023 we had our long awaited in-person retreat on the coast of Kenya. As a distributed organisation this was an invaluable opportunity to connect, inspire each other, and build our relationships.

What we have done recently

- We extended the private medical coverage provided to our Kenyan staff to also include allowances for dependants.
- We created an unpaid leave precedent. Two members of staff utilised this in the last 12 months, allowing them to have some extended time away from work.
- We have looked at ways to normalise and support discussions, advice, and support around mental health and wellness within our team.
- We provided counselling services for those operating close to distressing contexts.

What we aim to do next

- Create a leadership development program to provide an accelerated route to senior positions.
- Have a full review of our pay precedents to ensure they are fair and consistent with our company values.

Our Community

COMMUNITY 14.9

By contributing positively to the community's welfare, business acknowledges its role as a responsible and caring member of the broader social fabric, fostering harmony and shared prosperity.

The concept of Ubuntu emphasises the interconnectedness and interdependence of all individuals. It promotes the idea that "I am because we are," highlighting the importance of communal well-being and collective responsibility.

When a business looks after its community, it aligns with the philosophy of Ubuntu by recognising that its success is intertwined with the prosperity of the community it operates in.

What we have done recently

- Our Diversity, Equity, and Inclusion champions facilitated a full review all our precedents and policies. Recommendations were put to the board and changes were made, helping to drive forward our DEI ambitions.

What we aim to do next

- Develop a multi-year DEI agenda that includes regular reporting on progress.
- Increase the diversity we have in our leadership.
- Elevate African voices in our meetings.
- Increase and improve the reporting we do on DEI.

Our Environment

ENVIRONMENT 2.3

Protecting the environment mitigates climate change, preserves biodiversity, and ensures a sustainable future for generations to come.

The Ubuntu philosophy is not only based on the interconnectedness of human beings, but also on our interdependency with nature (both living and inanimate), and the intertwining between past, present, and future.

Wasafiri seeks to support nature through minimising our negative impact and critically through our partnerships and outcomes from our work.

Wasafiri is a carbon neutral organisation.

What we have done recently

- Helped develop the UK's National Grid Net Zero Carbon emissions strategy. Utilising Systemcraft to landscape issues, identify windows of opportunity and isolate potential technical and cultural entry points.
- Partnered with a global technology firm committed to find better ways to leverage their resources to contribute towards tackling climate change. Wasafiri conducted a comprehensive assessment of the landscape of climate change policies, priorities and interventions in Sub-Saharan Africa.
- Accelerated collaborative actions to protect our oceans at the Blue Climate Summit. The Blue Climate Initiative (BCI) was established with a mandate to accelerate ocean-related innovations and strategies to help tackle the climate crisis. An inaugural high-profile Summit took place on May 14–20 2022, and convened leaders, experts, and activists to accelerate twenty projects that offer ocean-related solutions to climate issues. Wasafiri operated as Strategy Lead to the BCI for the Summit, helping to ensure collaboration across all the projects so partners deliver a greater impact than any could alone.

What we aim to do next

- Further reduce our carbon footprint through encouraging alternative ways of working that are more environmentally friendly.
- Look at ways to reduce our carbon footprint in our contracted work. By including the environmental impact of our work in the design and budgeting of our projects.
- Grow our work with leaders and organisations improving climate and nature outcomes.

Our Customers

CUSTOMERS
45.0

Serving customers goes beyond meeting a set of deliverables. Its also about setting high standard for the service provided. This include ensuring keeping data private, marketing data ethically and encouraging strong feedback loops.

What we have done recently

- Supported the World Economic Forum's commitment to contribute to the SDGs and Paris Climate Goals. Wasafiri was commissioned to design, test, refine, and roll-out a new Impact Reporting and Results Management system.
- Commissioned to undertake a deep-dive examination of over 20 years of investment, to capture the collective influence of the Schwab Foundation's community in achieving impact at scale, in changing the systems in which they operate, and in contributing to the SDGs.
- Provided a range of monitoring, evaluation, and research services to the Somalia Stability Fund, to assist with the delivery of its strategic objectives of Stabilisation, State-building, and Peace-building.
- Developed and facilitated our community-led research and action (CLRA) programme. Designed for, and by, community members in Coastal Kenya, marginalised through violent crime, climate change, and other historical injustices. The aim of CLRA is to amplify these youth voices while also building their critical thinking skills and their agency. Supporting their identification and articulation of the key problems they face, and their development and implementation of localised solutions to these problems, including youth creating and implementing small livelihoods initiatives (aka, hustles).
- Supporting the Reach Children's Hub, through the Feltham Convening Partnership (a community initiative in west London, UK), to develop systems-based approaches to deliver substantial, sustainable improvements to the lives of children, young people and families in the Feltham community. The initiative is about building a more cohesive, resilient, and adaptive community that allows it to grow stronger in the face of consistent 'systemic shocks', like cost-of-living, refugees, housing, etc.
- Established the Good Food Hub, a global community of small businesses making food more nourishing, sustainable, equitable, and resilient. The hub is a platform that gives a voice as well as opportunities for networking and learning to small businesses and entrepreneurs working in food systems.

Our Customers

CUSTOMERS 45.0

Serving customers goes beyond meeting a set of deliverables. Its also about setting high standard for the service provided. This include ensuring keeping data private, marketing data ethically and encouraging strong feedback loops.

"If you have come here to help me, then I don't need you. If you have come because your liberation is bound up with mine, then let us work together."

We are a purpose-led business that is paid to help leaders, organisations, and networks be more effective at tackling pressing social and environmental issues.

Our impact should be judged by whether the people we serve are better able to advance a more peaceful, equitable, and sustainable world; and our own performance indicator is whether demand for our services grows.

What we aim to do next

- Help the Jobtech Alliance take a systems change approach to understand how best to shape the job tech sector in Africa to maximise job creation.
- Work with B Labs UK to establish new ways of thinking and working on complex problems to help create wider and more long-term impact on the UK's economic system.
- Facilitate and advise on the formation of a large new global private foundation that can create innovative and beneficiary-centric ways of working and reducing poverty in Africa.
- Apply our principles firmly in our work for example help the African Food Fellowship to a) promote self-organisation among Fellows and b) make a transition to stronger African leadership of the initiative.
- Build a community of global livestock coalitions working towards sustainability - helping connect and build the foundations for a global community working to make livestock farming more sustainable.
- Partner with Nottingham Trent University to advance their efforts building 'children's communities'.
- Continue work with the UK's Salford City Council Community Leaders Programme to improve health outcomes for marginalised communities.

Who we work with

We work across the development, governmental and private sectors with some of the world's most respected institutions.

| | | | | |
|----------------|--|---|--|---|
| DEVELOPMENT |  BILL & MELINDA GATES <i>foundation</i> |  WWF |  THE ROCKEFELLER FOUNDATION |  Save the Children |
| PRIVATE SECTOR |  Swiss Re |  KPMG |  YARA |  MARS |
| GOVERNMENT |  Department for International Development |  USAID FROM THE AMERICAN PEOPLE |  ARMY |  NHS |

What our customers say



“Wasafiri helped establish the cross-sector collaboration that is now improving Africa’s agricultural economies.”

Boaz Keizire - Head of Policy and Advocacy



Kingdom of the Netherlands

“Wasafiri have helped improve our understanding of violent extremism in East Africa, and their advice has been key in determining preventative activities in the region.”

Onno Koopmans – Senior Stability Adviser



“We’ve enjoyed working with Wasafiri immensely and have learned a great deal. We were impressed by their professionalism, knowledge, and communication throughout.”

Dr Krista Singleton-Cambage - Deputy Leader, Global Food Practice



We help incubate new ideas, initiatives and partnerships to drive change at scale

Consulting

Tailored expertise to unlock new insights, approaches, strategies and partnerships.

The Institute

Equipping leaders with the knowledge and tools to drive system change.

Systemcraft

Our approach for designing systems-based approaches to complex challenges.





INCLUSION &
PEACE



CLIMATE &
NATURE



FOOD

We help incubate new ideas, initiatives and partnerships to drive change at scale



Brighton, BN3 6AH, United Kingdom **Europe**

Asheville, NC 28801, USA **North America**

Nairobi, Kenya **Africa**

We are committed to ethical and environmental best practice. For further information, please see here
enquiry@wasafirihub.com | www.wasafirihub.com