THE PHILANTHROPY AND COLLABORATION IN NIGERIA REPORT
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>About Philanthropy Circuit</td>
<td>3</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>4</td>
</tr>
<tr>
<td>Introduction</td>
<td>6</td>
</tr>
<tr>
<td>i. Objectives</td>
<td>10</td>
</tr>
<tr>
<td>Collaboration and Partnership during the COVID-19 pandemic: The Nigeria Context</td>
<td>11</td>
</tr>
<tr>
<td>i. The Coalition Against Covid-19 (CACOVID)</td>
<td>12</td>
</tr>
<tr>
<td>ii. Perspectives on partnerships and collaboration in Nigeria</td>
<td>13</td>
</tr>
<tr>
<td>iii. Rise in collaborations due to the COVID-19 pandemic</td>
<td>14</td>
</tr>
<tr>
<td>iv. Resource mobilization during the pandemic</td>
<td>14</td>
</tr>
<tr>
<td>v. Program execution during the pandemic</td>
<td>16</td>
</tr>
<tr>
<td>Implications of the COVID-19 Pandemic on Organizations in Nigeria</td>
<td></td>
</tr>
<tr>
<td>Recommendations</td>
<td>18</td>
</tr>
<tr>
<td>References</td>
<td>20</td>
</tr>
<tr>
<td>Glossary</td>
<td>21</td>
</tr>
<tr>
<td>Appendix</td>
<td>22</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>24</td>
</tr>
</tbody>
</table>
**ABOUT US**

Philanthropy Circuit is a pan-African-focused nonprofit media and research organization headquartered in Nigeria.

We desire to communicate and showcase the innovation, collaboration, integrity, and excellence already present within Africa’s development sector. These values are at the core of our research, knowledge-sharing, and operational practices at Philanthropy Circuit.

To deliver on our mission, we produce new content, data, and insights to drive and influence a new narrative and understanding of African homegrown giving and development.

We have hosted nonprofit networking events, developed sector-related research and analysis, produced and collaborated on articles covering various development and philanthropy topics.

For more information about our work and the latest resources on African Philanthropy, please visit our website at [www.philanthropycircuit.org](http://www.philanthropycircuit.org).
EXECUTIVE SUMMARY

The Philanthropy and Collaboration Report in Nigeria by Philanthropy Circuit seeks to present the importance of collaboration, partnerships, and philanthropy, in the growth of development practice in Nigeria. The achievement of sustainable philanthropy and a thriving civil society, are indicators for national prosperity within any nation. As we work to achieve sustainable development goals, it is paramount to create datasets that reflect on the best practices locally, regionally, and globally.

The landscape of philanthropy in Africa is changing swiftly, with calls to indigenous philanthropists to step into and leverage their influence (economic and social), especially in the face of crises on the continent. The increasing role of philanthropy’s response in Africa during COVID-19 pandemic saw half (51%) of African philanthropists decide to increase giving as a share of their endowments in 2020, with a further fifth (20%) still considering doing so. Past crises across regions on the continent have been initially characterized by a lack of central coordination and uncertainty. In this case, African philanthropy elevated its role in responding to the pandemic. With direct pointers to an ability to navigate communities, leverage on pre-existing grassroots/communal networks, speedily allocate resources, exhibit resilience and a capacity to pivot.

The report takes an in-depth look at the activities of the Coalition Against COVID-19 (CACOVID), which was positioned as the frontline defense apparatus against the pandemic’s effects in Nigeria. Private sector organizations consisting of banks, corporate institutions, and manufacturing companies formed a coalition with the government and civil society to support underserved communities, especially children and the elderly who were the hardest hit. Cross-sector engagement was initiated as a response to the COVID-19 pandemic, however, the funding realized was mainly held, and disbursed- by the government and private sector stakeholders. This reflected a dearth in acknowledging the credibility and capacity of civil society organisations.

Identified trends reflect a desire among civil society actors in Nigeria to better collaborate with an emphasis on wholesale partnership, as opposed to working in silos. All surveyed respondents unanimously agreed that collaboration was key to recorded successes during the COVID-19 pandemic. 76% of respondents actively sought collaborative opportunities; either as funders or implementers, with 60% pooling resources to fund programs carried out during the pandemic.

These programs covered interventions involving Emergency relief ‘palliative provision’ (food, cash, clothes, or shelter) topped the tier at 52%. With a shift in focus for women, notably 56% of organizations prioritized programs for Women & Girls the most during this time. Youth and Children interventions made up 48% and Elderly Persons came in at 38%, all at-risk populations. Key findings also reveal the direct implications of restricted funding, with its far-reaching effects halting grant-reliant civil society organizations from operating.

Many nonprofits and community-based foundations would rather have funders provide flexible funding than programmatic partnerships. However, building from the general outlook of respondent development practitioners, more than ever before there seemed to be a perceived rise in collaborations and partnerships spurred by salient points of action and inter-sectoral rallying in the country. Trust, inter-personal relationships, and networks are valued as currency, and strategy to creating collaborations

Drawing from captured experiences of over 50 civil society actors, their perspectives on collaborations and partnerships in the pandemic shared here have the potential to shape the actions, strengths, impact, and viability of Nigeria's development. Notably on the shifts around how the practice of philanthropy is carried out, the strength of networking especially across sectors, and the importance of localizing philanthropy.

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https://www.alliancemagazine.org/blog/african-philanthropy-for-africa-is-the-future/
“Homegrown philanthropy and its ability to bring positive change, empower communities and develop long-term solutions that benefit everyone, is central to national prosperity and growth.” Through this study, reflections on philanthropy’s next move, and the dynamics of coordinating locally in building Nigeria's development sector for national prosperity are shared. Philanthropy today is at an inflection point. How does civil society partner to overcome similar hurdles? Collaborate, merge, partner, or disappear? How can precedents be set to build the type of philanthropy and social practice we aspire to?

The Philanthropy and Collaboration Report, through the qualitative and quantitative data gathering approaches used in the study, gathered diverse thoughts and voices from the Nigerian development sector, to reflect how its landscape is drawn. Through this research, we hope to contribute to the body of literature on indigenous African philanthropy and development. Insights encapsulated within the Philanthropy and Collaboration in Nigeria report serves as a call to action for practitioners, nonprofit organisations, philanthropists, and government agencies on how best to navigate local, African, and global philanthropy.
INTRODUCTION

Within the development sector, it is generally understood that homegrown philanthropy contributes to individual growth, empowers communities, and can positively transform national development. In the US and UK, and increasingly in the South Pacific countries, philanthropy is a welcome and trusted source of support to catalyze interventions across multiple sectors. The growth seen in philanthropies in these two countries is largely due to the increasing number of wealthy people, resulting in more giving towards good causes. More so, there are enabling laws that make provisions and ease of doing business to philanthropy organizations in the US and UK.

Africans are known to be natural givers, and this is deeply rooted in the long-rooted tradition of Ubuntu and brotherhood. Interestingly, philanthropy world over has evolved, and the global landscape is witnessing the rise of large-scale philanthropy in varying forms. African philanthropy has indeed seen some significant growth, but despite the progress made in responding to and decreasing poverty on the continent, much less recognition is given to this support.

Across the African continent, people are pushing for authentic philanthropy and redefining its outlook. It is no longer the exclusive right or preserves of the elite. As Africa witnesses a rapid rise in the middle class, these people are owning and wielding more power in society. The continent is showcasing renewed energy in finding unique ways of giving, resulting in the growth of local organizations and this directly responds to the needs of the host communities. These communities are increasingly invested in social accountability and are holding their private sector and governments accountable. To strengthen these new developments, Africa must innovate and look at doing things differently.

Philanthropy in Nigeria is a growing sector that has been increasingly active in charitable causes. This sector has during the year progressed from individual acts of helping the poor to a more organized system, such as corporate social responsibility. The 2018 Charities Aid Foundation (CAF) World Giving Index shows more people and organizations are giving than ever before, and that the gap between Africa and the regions that give the most has closed significantly in the last five years.
During times of crisis, Nigerian philanthropy has proven to be a platform of collaboration. This was evident in the wake of the 2012 flood crisis in Nigeria. The Presidential Committee on Flood Relief and Rehabilitation announced the donation of $22.1 million from two of Nigeria’s wealthiest. Aliko Dangote alone donated $15.8 million while Jim Ovia donated $6.3 million. Other individuals and organizations came together to pull resources and respond to the crisis swiftly.

The sector has witnessed the increased formation of foundations and other nonprofit outfits in recent times. The majority of those who founded these organizations are motivated by a deep interest in solving societal problems, especially in alleviating poverty and the provision of free education and healthcare; others are creating a family legacy in philanthropic giving. Religious teachings and beliefs formed the basis for most individual charitable acts and philanthropic engagements by groups and associations.
The Nigeria Humanitarian Fund is another example of how philanthropy is used for good causes in Nigeria. The Fund, launched in February 2017, is a rapid and flexible funding mechanism supporting Nigerian NGOs, international NGOs, and UN agencies, to respond to the most pressing or critical emergencies in a fast-changing environment.

The predictions on the impact of the COVID-19 pandemic were worrisome for developing countries, especially Nigeria, which had earlier been named the poverty capital of the world. The lack of quality healthcare systems, poor education & hygiene, unemployment, corruption, and inequality were strong indicators that bodies would litter the streets of Africa.

Understanding the fragile state of healthcare in the country, the Federal Government through the Federal Ministry of Health, the Nigeria Centre for Disease Control, civil society, and private organizations embarked on a massive nationwide sensitization campaign, initiated a lockdown of non-essential activities; closure of schools; a ban on international flights. Keying into the government’s agenda of safeguarding citizens and providing essential needs, civil society organizations, philanthropists, and corporate organizations came together through the Coalition Against Covid-19 (CACOVID).
In March, Aliko Dangote, Africa’s richest man, teamed up with Access Bank to launch the Coalition Against COVID-19 (CACOVID) to support the Nigerian government in combating the Covid-19 pandemic in Nigeria. Within days, CACOVID received almost $40 million in donations from 37 individuals, banks, and corporations. For the first time in Nigeria’s almost 60 years of existence, the country now has a group of billionaires engaged in philanthropic activities. CACOVID is a Private Sector coalition established with the sole aim of combating Coronavirus (COVID-19) and cushioning the economic effects of the pandemic and its attendant lock-downs in the country in partnership with the Federal Government, the Nigeria Centre for Disease Control (NCDC), and the World Health Organisation (WHO).

Surprisingly, the outcomes turned out in favor of Nigeria. As of 16th September 2021, The Nigeria Centre for Disease Control (NCDC) reported that Nigeria had recorded 200,356 confirmed cases, 8,799 deaths, and 188,917 recoveries. In comparison to the West, this is commendable, considering the state of the existing public healthcare system. What looked like a hopeless situation soon became a catalyst for collaboration between nonprofit and philanthropic organizations, the private and the public sector.
I.OBJECTIVES

This report provides insights into the level of collaboration and partnerships that occurred among philanthropic organizations in Nigeria during the Covid-19 pandemic. Through dynamic survey responses received from over 50 development-sector organizations and in-depth interviews with 15 organizations, we gained insight into the effect of the pandemic on organizations’ programs, budgets, funding opportunities, and work culture. The report also highlights how various nonprofits and foundations adapted to their new operating context and the changes they made to become more resilient and sustainable.

This report aims to explore collaboration and philanthropy within the context of Nigeria's response to the Covid-19 pandemic. It examines key questions related to funding, partnerships, program execution, achievements, and challenges during the Covid-19 pandemic. Specifically, the report aims to:

- Inform a newer/better understanding of collaboration between stakeholders within the development sector in Nigeria.
- Trigger effort towards collaborative partnerships to attain the Sustainable Development Goals (SDGs) at local and national levels.
- Gain insights from philanthropy and development stakeholders about the ongoing collaboration between sector organizations.
Collaboration and Partnership during the Pandemic: The Nigeria Context

Collaboration between nonprofits and foundations in Nigeria is gradually on the increase. With many funders demanding that organizations collaborate on projects before releasing funds, collaboration became more attractive to most nonprofits. While there isn’t enough data on the reasons nonprofits do or do not collaborate in Nigeria, or to what extent these collaborations are formed, we believe that this study will be the beginning of more research in the area.

According to Gray (1989), collaboration is a “process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their limited visions of what is possible” (p. 5). Nonprofit collaborations could therefore be defined as a joint effort embarked upon by two or more nonprofit organizations to address a common goal. These organizations agree to share resources, make decisions together, share in the success and failure of the program and lay claim to whatever gains therein.

The Covid-19 pandemic and its effects presented a significant problem that necessitated a unique blend of nonprofit collaborations in Nigeria that many do not fully understand or appreciate. More also needs to be unraveled on formal collaborations, joint program planning and execution, shared functions, and of course mergers. At this stage, it is pertinent to identify the forms of collaboration that are most impactful and beneficial to both civil society organizations and their beneficiaries.

During the pandemic, the role of private partners went beyond just providing funds as stand-alone companies. An example of this is the CACOVID coalition, a private-sector task force working in partnership with the Nigeria Centre for Disease Control (NCDC).

I. THE COALITION AGAINST COVID-19 (CACOVID)

The Coalition Against COVID-19 (CACOVID) is a Private Sector coalition in partnership with the Federal Government, the Nigeria Centre for Disease Control (NCDC), and the World Health Organisation (WHO) with the sole aim of combating Coronavirus (COVID-19) in Nigeria.

The coalition was tasked with pulling resources across industries to provide technical and operational support while providing funding and building advocacy through aggressive awareness drives. In addition to the efforts of the Federal government, the Coalition was tasked with providing and equipping medical facilities in the six geopolitical zones in Nigeria. This involved the creation of testing, isolation, and treatment centers, and included the provision of Intensive Care Units (ICUs) and molecular testing labs.

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**200 Nigerian and Corporate Governance Support CACOVID**

Between March and November 2020, CACOVID received support from over 200 Nigerians and corporate organizations, who provided funds to the tune of ₦39.65 billion Naira in support of the fight against COVID-19.

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**₦43.27 billion Naira on the acquisition of medical equipment and supplies, as well as food palliatives**

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**₦28.7 billion was spent procuring the food supplies**

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**39 fully equipped isolation centers across the 36 States of the country including the Federal Capital Territory, FCT.**

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**8 Million Nigerians provided palliatives**

CACOVID provided palliatives in the form of essential food items to 1.7 million households, equivalent to supporting eight million Nigerians.

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- The funds, according to the Central Bank of Nigeria Governor, Godwin Emefiele, were utilized to provide support in three key priorities namely medical facilities and equipment, food relief programs, and communication programs.
- CACOVID also worked to improve awareness in rural communities on the COVID-19 virus.
- This support by CACOVID enabled many states to deal with an unexpected surge in cases of COVID-19.
II. PERSPECTIVES ON PARTNERSHIPS AND COLLABORATION IN NIGERIA

In the course of the survey and key informant interviews, representatives of civil society organizations shared their views on issues bordering collaboration, funding, and the future of development work in Nigeria. When asked about their observations on nonprofit partnerships and collaboration in Nigeria, participants responded with varying views.

These views and perspectives have been presented after careful analysis to bring to light the collaborative efforts that took place during the COVID-19 pandemic. To also augment existing data on collaboration and partnership within the development sector in Nigeria.

PARTNERSHIPS AND COLLABORATIONS DURING THE PANDEMIC

While 26% of respondents noted that they did not partner with other organizations during the pandemic, 74% partnered majorly in Education and Healthcare services.

SECTOR BREAK DOWN OF COLLABORATION AND PARTNERSHIPS

36% partnered majorly in Education, 20% in healthcare and 18% in other sectors

TYPE OF PARTNERSHIP

76% sought collaborative opportunities; either as funders or implementers while 60% pooled resources to fund programs

SOURCE OF PARTNERSHIP

48% Respondents prioritized collaboration with nonprofit organizations while 36% collaborated with corporate foundations and institutions

partners 74%
non-partners 26%

Education
Health
Others

Funders
Pooled resources

48%
36%
74%
20%
18%

26%

III. RISE IN COLLABORATIONS DUE TO THE COVID-19 PANDEMIC

Respondents opined that a synergy is growing between philanthropic organizations and nonprofits/social enterprises in Nigeria. The majority of respondents advocated for simplifying processes in grant applications, and merit in choosing which organizations to fund. Survey respondents thought that more philanthropic foundations are needed in the country as this would make funds more readily available and reduce competition among nonprofits.

![Bar chart showing responses](chart.png)

Of the 66% of surveyed respondents that partnered during the Covid-19 pandemic; 40% acted as funders for other organizations to execute programs, while 26% received funding to execute programs.

**COLLABORATIONS AND PARTNERSHIPS: CIVIL SOCIETY ORGANIZATIONS**
IV. RESOURCE MOBILIZATION DURING THE PANDEMIC

When asked if collaboration was important to their organization during the pandemic, the majority of surveyed organizations and interviewed respondents said it was important, and played a huge role in their activities. Many respondents acknowledged this to be a game-changer that helped them achieve more. Some even scaled their organizational activities during the pandemic as a result of the collaborations they were able to secure with other organizations.

Some of the organizations believed that without collaboration, they wouldn’t have been able to deliver on their mandates and this would have greatly affected their target beneficiaries. Despite the negative impact of the pandemic, most of the organizations were able to strategically enter into partnerships with other organizations and this made all the difference.

V. PROGRAM EXECUTION DURING THE PANDEMIC

When asked about their ability to execute programs during the pandemic most respondents stated that they were able to do so. Technology was key to the success of many of the organizations that were able to execute programs. These organizations had to leverage the power of technology, while some had to lean on the technical know-how of other organizations and were able to benefit from this.

56% of organizations prioritized programs for Women & Girls
Youth and Children interventions made up 48%
Elderly Persons came in at 38%
and Internally displaced persons at 4%
In the thick of the pandemic, many development organizations were left with lean options for operations; re-strategizing organizational structure, limiting their working schedule to prevent the spread of COVID-19 or stopping work for the period. Nonprofits had to do this at great cost to their programs, and also to the beneficiaries that depended on these interventions.

Notable observations/scenarios during this time that informed these choices included

**Business closure**

Social distancing and the lockdown did not allow for business operations as usual, especially when services and supplies needed to be delivered in-person and in large groups. Most organizations did not have the training or PPE to transition to safe delivery methods and so they had to close. Even organizations that had the know-how suffered from limited supply of PPE and funding.

**Limited communication**

Most organizations could no longer communicate with their beneficiaries, especially those who served communities where personal internet access was limited and expensive. Internet cafes had to close shop, and delivery services could not operate. Organizations struggled to navigate the new world of remote work, social media and video teleconferencing.

**Inaccurate information about COVID-19**

Organizations relied heavily on information from the World Health Organization (WHO), social media, and the government. Yet, many inaccurate posts spewed all over social media continually led to misinformation. This level of misinformation draws a parallel to the Ebola outbreak where leaders expressed that “many people died during the Ebola crisis because of rumours and because they did not take precautions.”
Despite the uncertainties, civil society organizations were able to adapt and access opportunities. Some nonprofit organizations were innovative and did all they could to respond to the needs of the most vulnerable communities they served.

Expansion of focus to respond to COVID-19 effects
Organizations that normally provided medical services, medicine, daily supplies, or food expanded their activities to include educating communities about public health. Hand washing stations, public health flyers, masks, sanitizers, and other personal protection equipment (PPE) became points of focus.

Adoption of technology and digitalization
Nonprofits were able to leverage digital solutions to automate operations and boost productivity. They transitioned some of their offline/physical offerings online; for example, some began to transition costly in-person training to online formats.

Leverage connections with other organizations
Organizations wanted to learn how others were preparing, reacting, and strategizing during the COVID-19 pandemic. They understood the need to collaborate and support one another by sharing resources, knowledge and in effect consolidating efforts to impact more beneficiaries.
RECOMMENDATIONS

The COVID-19 pandemic has seen the rise of collaboration and partnership in Nigeria between development actors, private and the public sectors. Our survey reveals that 76% of nonprofit organizations engaged in some form of collaboration during the COVID-19 pandemic. As more studies showcase the aid and development trends that occurred during the pandemic, more insights into collaboration and why organizations partnered continue to surface.

A larger percentage of organizations had to adapt, shift focus from primary organizational programs and adopt a digitally-focused approach to thrive, stay relevant and serve target audiences during the pandemic. Many organizations have had to re-strategize; revisit their purpose, look into their primary focus, and position themselves to serve their targets better (should there be a crisis such as the COVID-19 pandemic in the future).

After more than a year since the global pandemic began, it has given rise to various reflections on its impact, the lessons, and pathways for future crisis preparedness. This is a great time for development organizations and practitioners to pause and take stock of how philanthropy must move forward. To examine key lessons and hold on to them, while at the same time thinking ahead and planning against future crises.

BUILDING A STRONGER COLLABORATION MECHANISM

We understand that forging partnerships and lasting collaborations takes time and the processes involved might be challenging, however, it is the best way to go. The COVID-19 pandemic has taught us that working in silos is difficult, slow, and restrictive, a model that needs to be changed.

UPSKILLING AND THE FUTURE OF WORK

Civil society organizations in Nigeria as a matter of urgency must invest in upskilling their workforce. CSOs need to prioritize learning and continuous self-improvement. This will boost confidence, build credibility and encourage curiosity. Team building efforts must also be prioritized across the board and become part of the organizational culture. Learning newer, more relevant skills has the power to motivate staff, inspire innovation and ensure local nonprofits stay relevant and ahead of any disruptions.
Investments in networking events and collaborative fora, where development practitioners, public and private sector stakeholders can engage need to be prioritized, supported, and funded by philanthropic organizations. This makes future programmatic collaboration easier for newly established and already established nonprofits. This process will in turn build trust and strong commitment to the development of the nonprofit space in Nigeria.

Civil society in Nigeria must begin to invest in a centralized communication platform/agency. For sharing coherent information, and providing access to critical development knowledge. This process will ensure prompt responses and active reactions in the event of another crisis.

We need to get better at communicating and telling our stories about our giving, especially giving during a crisis. When a philanthropist gives to a cause like Ebola/COVID-19, that narrative needs to go into the global discussion about how the situation was resolved.

Drawing from the experience with COVID-19 and the Coalition Against COVID-19 - CACOVID, a key lesson learned is that it makes a huge difference when philanthropists converge around a common goal. As we look to the future and scramble to build back better, collaboration with development organizations must be intensified and deepened. This is needed more than ever before as it ensures preparedness for any future crisis or emergency. Organizations must begin to create systems that allow for more robust information sharing and programmatic collaboration. We have observed that collaboration will be crucial if we are to recover from the losses recorded because of the Covid-19 pandemic. Philanthropy Circuit will continue to provide resources and much-needed support to development sector organizations and ensure no vacuum is capacity and learning.
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| **CACOVID** | The Coalition Against Covid-19 is a Private Sector task force in partnership with the Federal Government, the Nigeria Centre for Disease Control (NCDC), and the World Health Organisation (WHO) with the sole aim of combating Coronavirus (COVID-19) in Nigeria. |
| **Data-Based Evidence** | Evidence that provides a rich display of information regarding the question at hand |
| **Grants** | Transfers made in cash, goods or services for which no repayment is required. |
| **Intersectoral collaboration** | Joint action taken by government sectors, as well as representatives from private, voluntary and non-profit groups, towards a cause. Intersectoral action takes different forms such as cooperative initiatives, alliances, coalitions or partnerships |
| **Key Informant Interviews** | In-depth interviews with people who know what is going on in the community to collect information from a wide range of people—including community leaders, professionals, or residents—who have first hand knowledge about the community. |
| **NCDC** | The Nigeria Centre for Disease Control |
| **Quantitative Approaches** | Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. |
| **Qualitative Approaches** | A qualitative approach describes, either explicitly or implicitly, the purpose of the research, the role of the researcher(s), the stages of research, and the method of data analysis. |
| **Second Wave** | A second wave of the COVID-19 virus outbreak is announced formally in Nigeria in December 2020. |
| **Ubuntu** | An Nguni Bantu term meaning 'I am because you/we are'. |
| **Wholesale partnership** | Largescale, multi-level and multi-sectoral partnerships. |
The Research Approach

Research design

Over a span of 10 months, the research team used data gathering approaches involving surveys, key informant interviews, and informal focus groups, pooled from development actors in Nigeria to examine their unique experiences, challenges, and recommendations against the backdrop of the COVID-19 pandemic. The research study used a mixed-methods approach consisting of quantitative, qualitative, and situational data types. Surveys and key informant interviews - KIIs, divulged the experiences and perceptions of philanthropy in Nigeria, before and during the pandemic from pooled respondents.

Methods and Sources

Data Collection: This research employed the use of a targeted survey as the primary source of respondents' data, desk research, and Key Informant Interviews (KIIs).

The survey was designed with online survey forms (Google Forms) and analytics generated used to prepare report findings.

Participants: Targeted participants were indigenous Nigerian philanthropy foundations, nonprofit organizations, faith-based organizations, and development agencies.

Analysis of Data

Sampling Method: To determine our sample, a probability sampling method specifically stratified sampling was employed.

Population: The sample frame of over 100 participants covered different categories of civil society organizations in Nigeria. Philanthropy foundations, nonprofit organizations, corporate foundations, faith-based organizations, and development agencies indigenous to Nigeria, who through their programs engaged in philanthropic acts, and had specially designed programs/funds in response to the COVID-19 pandemic.
Types of Organizations

86% of surveyed organizations identified as non-profits
8% of surveyed organizations identified as private/family foundations
6% of surveyed organizations identified as corporate foundations/corporate social responsibilities

Organizations Geographical coverage

58% of surveyed organizations have activities in Lagos, Ogun, Edo, and Bayelsa states in Nigeria
34% of surveyed organizations have activities in Abuja, Kano, Kaduna, and Adamawa states in Nigeria

Organization Focus

The primary focus of COVID-19 interventions was on Education at 64%, closely followed by Entrepreneurship and MSME support at 32%, while core Covid-19 and health-related projects stand at 28%.

A larger percentage of the surveyed organizations focus their intervention on education.

Organizations also prioritized support to entrepreneurs during the pandemic.

Others focus interventions specifically on health.
ACKNOWLEDGEMENTS

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