

2025 Annual Report

Helping to make Africa the continent of the future



VISION AND MISSION

Vision Statement:

An Africa where citizens are empowered, governments are effective, businesses thrive, poverty is eradicated, and GGA is the pre-eminent partner for advancing good governance.

Mission:

To improve the quality of African citizens' lives through:

- Rigorous policy research and analysis.
- Evidence-based advocacy for effective governance.
- Promotion of ethical investment and sustainable development.
- Institutional capacity-building and strategic partnerships.
- Empowering citizens to drive public accountability.

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Foreword

The world is going through a period of uncertainty. 2025 was a year of significant change across the globe, and it is not surprising that those of us who live in Africa are wondering whether these changes will have a detrimental impact on our continent.

At Good Governance Africa (GGA), our view is that whatever the problems may be in other places, we have all the potential to make Africa the continent of the future, and that is the task that GGA has set as its main goal.

Last year, the damage that was caused to many countries on the African continent because of massive grand corruption came into focus. From Lagos to Luanda, Nairobi to Niamey, there is now little doubt that the people of Africa, especially the youth across the continent, are beginning to understand that their governments need to be accountable for how they govern.

In particular, the vital need to start enforcing local laws and international conventions to drive positive change across the continent has become urgent. The 2025 GGA Annual Lecture brought together the youth of Ethiopia, in partnership with the African Union, to highlight the critical role that the next generation of leaders must play in ridding the continent of grand corruption and accelerating Africa's development and prosperity.

In time, the majority of those who enter politics will do so because they want to help their country become a place they are proud to live in – a place that is better for everyone.



The International Anti-Corruption Court will play a significant role in making this a reality. Much progress has been made in establishing the Court, and the fact that it is going to happen will start to change and improve the quality of governance across the continent.

I am pleased to say that GGA is making good progress in attracting serious partners who, together, can help GGA achieve greater scale and effectiveness across the continent. Africa must now show the world that it is a continent of opportunity, capable of resolving its own challenges and building a future in which we all wish to live.

A handwritten signature in black ink, appearing to read 'R. Rose'.

Robert H. Rose
Global Chairman, GGA

Executive Summary

In 2025, Good Governance Africa (GGA) cemented its role as a premier, evidence-informed institution driving practical governance reform. Operating via dedicated regional hubs in Southern Africa, West Africa, Nigeria, and the Horn of Africa, GGA translates rigorous policy research into institutional support, strategic partnerships, and public dialogue.

Aligned with the African Union's Agenda 2063 and the UN Sustainable Development Goals, GGA's work empowers citizens while enhancing state resilience. This report details our 2025 programmatic achievements, regional expansion, and baseline metrics, demonstrating our ongoing evolution as a truly pan-African voice.

Across six interconnected thematic areas of Governance Insights and Analytics; Natural Resource Governance and Climate Change; Peacebuilding and Security; Anti-Corruption and Accountability; Youth Empowerment and Development; and Investment and Economic Development, GGA strengthened institutions, informed public policy, expanded strategic partnerships, and promoted governance systems that support investment, economic growth, and citizen wellbeing.

Through research, advocacy, technical assistance, public dialogue, and coalition-building, the organisation continued to demonstrate that good governance is not an end, but the essential foundation for Africa's long-term prosperity.

The GGA Difference

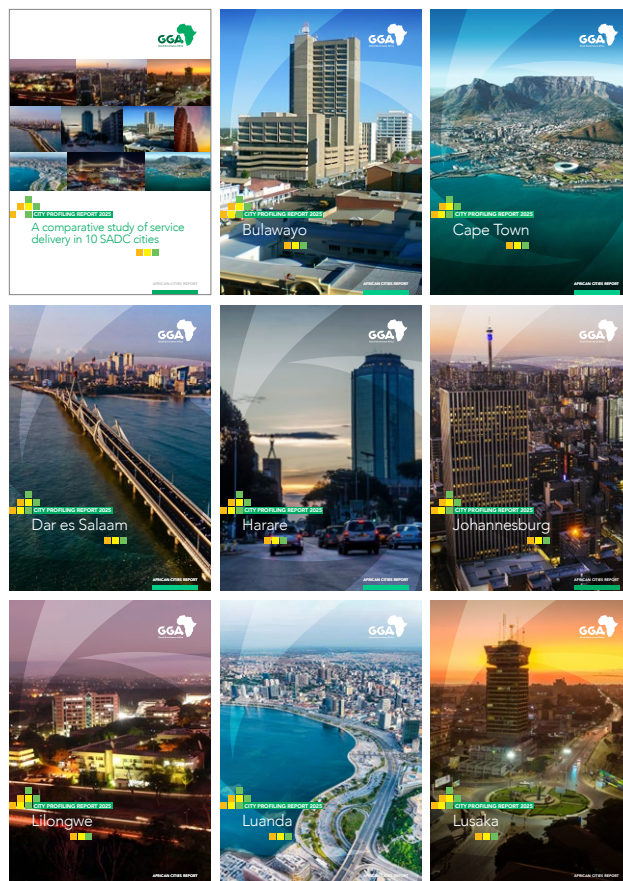
- We generate evidence that informs policy
- We translate research into practical governance solutions
- We work simultaneously with governments, citizens, business, and civil society
- We convene partnerships across sectors and borders
- We strengthen governance as the foundation for sustainable investment and development
- We connect local action with continental influence

Thematic Areas

GOVERNANCE INSIGHTS AND ANALYTICS (GIA)

In 2025, GGA translated complex data into actionable benchmarks for policymakers, developers, and investors to improve urban planning and mitigate investment risks.

- **Southern Africa (SARO):** Advanced policy advocacy leveraging the 2024 *Governance Performance Index (GPI)* and built a databank of 42 metrics for 10 Southern African Development Community (SADC) cities, creating one of Africa's first comparable sub-national governance datasets focused on municipal finance and infrastructure.
- **West Africa (WARO):** Launched the “Ideation Clinic” model to bridge communication gaps, reduce regulatory bottlenecks, and resolve service inefficiencies between municipal authorities and private sector actors. These efforts validated the effective use of participatory training methods and role models, positioning the office as a trusted, data-driven governance actor.
- **Nigeria:** Conducted high-level consultations with the Governor of Osun State to develop pathways for transparency, regulatory oversight, and accountability in subnational resource management.
- **Horn of Africa (HARO):** Examined institutional transitions in the Horn of Africa, state capacity, and the informal economy in Ethiopia to help integrate unregistered economic actors into formal state governance frameworks.
- **West Africa (WARO):** Established a joint platform for local governments and the private sector to address service delivery challenges and identify new avenues for growing sustained internally generated funds (IGF).
- **Nigeria:** Launched a critical research report in Abuja, “Unseen Advances, Quiet Offences”, providing evidence-based analysis of the Islamic State West Africa Province’s (ISWAP’s) resurgence to inform national and regional counter-insurgency reforms.



Key Achievements

- **Methodology & Data:** Compiled one of the region's most comprehensive comparative governance datasets covering ten SADC Cities, the *African Cities Profiling Report*, including city profiles, comparative benchmarking, finance and infrastructure indicators, and the analytical framework for the 2026 Governance Performance Index.
- **Publications:** Released *Africa in Fact: Future of African Cities* edition; published the Policy Brief, *Leveraging 4IR for Governance and Urban Development in Johannesburg*; and issued the Intelligence Report, *Enhancing Local Governance via Municipal Data Capacity*.
- **Convenings & Fieldwork:** Executed the 2025 *Ideation Clinic Series* (Sunyani and Sunyani West Municipal Areas in the Bono Region) and published *The State of Informal Economy in Ethiopia: Insights from Addis Ababa City Administration*. Led briefings with AU policy units on governance transitions.

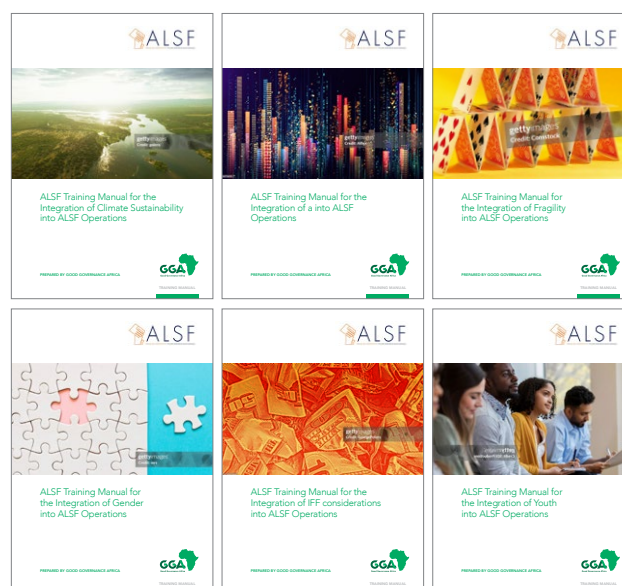
NATURAL RESOURCE GOVERNANCE AND CLIMATE CHANGE (NRGCC)

GGA linked resource management and environmental policy directly to national security, stability, and sustainable economic outcomes.

- **Horn of Africa (HARO):** The Horn of Africa centre represented GGA at the 2nd African Climate Summit in Addis Ababa, contributing to continental dialogue on green transitions and sustainable development. The office also participated in the Africa-Europe Foundation (AEF) Strategic Dialogue, engaging global stakeholders on policy directions for Africa's green energy and climate agenda.
- **Southern Africa (SARO):** Provided high-level legal and technical consultancy to the African Development Bank's (AfDB) African Legal Support Facility (ALSF). Evaluated host-community impacts and governance frameworks regarding the Just Energy Transition.
- **West Africa (WARO):** Partnered with the Public Interest & Accountability Committee (PIAC) to host the first regional forum in the Ashanti Region in five years, enhancing the petroleum revenue literacy of over 250 beneficiaries and media professionals.
- **Nigeria:** Conducted investor perception surveys and field research investigating how regulatory uncertainty and coordination gaps in the oil and gas sector fuel economic loss and local insecurity.
- **West Africa (WARO):** Published the groundbreaking study "Who Benefits?", which revealed that 20-50% of Artisanal and Small-Scale Mining (ASM) gold is smuggled annually. The evidence-based research informed national discourse on "galamsey" and provided reform proposals for licensing and environmental safeguards.
- **Nigeria:** Partnered with Durham University for a critical mineral and energy forum, highlighting the need for strategic state policies to maximise local benefits from the global green transition.

Key Achievements

- **Continental Frameworks:** Completed US\$98,000 in fee-earning consulting for African Legal Support Facility (ALSF) Phase II Governance Outputs, securing the blueprint for Phase III programming.
- **Resource Accountability Forums:** Participated in the Alternative Mining Indaba (AMI) in Cape Town, influencing international climate policy and challenging extractive models that contribute to environmental degradation.
- **Petroleum Reform Dialogue:** Convened a high-level dialogue in Lagos to facilitate engagement between the domestic private sector and government regulators regarding energy sector reforms.
- **Legislation & Advocacy:** Partnered with the Minerals Council of South Africa and *Mining Dialogues 360* to formally influence pending amendments to South Africa's primary mining laws.
- **Publications:** Published a peer-reviewed paper in *The Extractive Industries and Society Journal* titled *Is South Africa Afflicted by the Resource Curse*; released *Africa in Fact: Plunder and Promises* edition; and published a policy brief on Botswana Land Policies authored by Sheila Khama.
- **Surveys & Fieldwork:** Deployed the *2025 Oil & Gas Investor Perception Survey* and finalised a field research report on illegal mining in North-Central Nigeria.



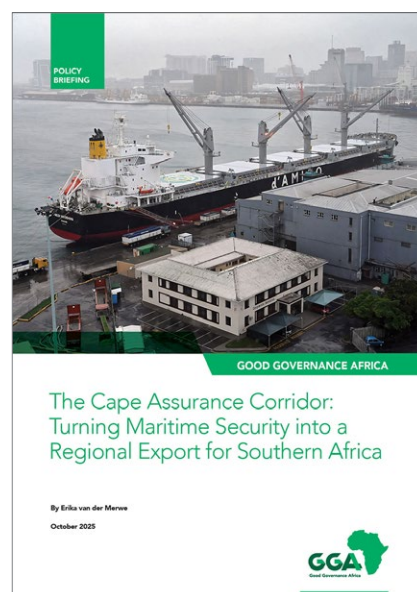
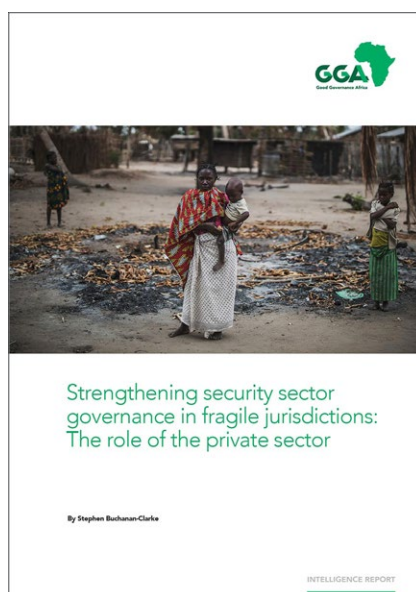
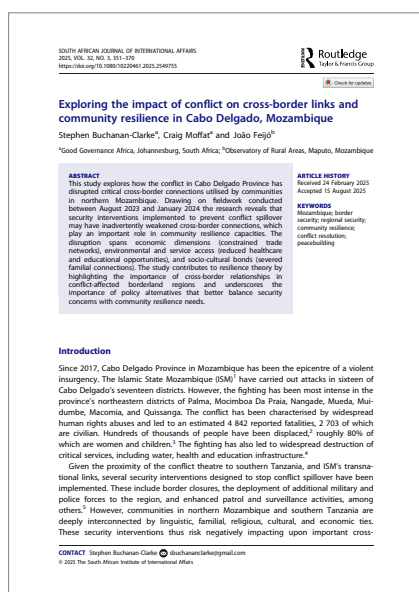
PEACE BUILDING AND SECURITY

GGA approaches peacebuilding through a governance lens. Rather than treating insecurity primarily as a military or law-enforcement challenge, GGA applies political economy analysis to understand the governance failures, institutional weaknesses, resource competition, and economic incentives that drive conflict. This enables the organisation to develop governance-led policy responses that support long-term peace, resilience, and regional stability.

- **Nigeria:** Conducted targeted field research on Islamic State West Africa Province (ISWAP) insurgency dynamics and conflict drivers in the North-East region to advocate for governance-led security solutions.
- **Horn of Africa (HARO):** Generated practical lessons specifically designed to inform future policy interventions and peacebuilding processes in conflict-affected transition states.
- **Southern Africa (SARO):** Deployed political economy analyses to map conflict vulnerabilities across fragile or resource-rich jurisdictions, including Mozambique, Zimbabwe, southern Tanzania, and the eastern Democratic Republic of Congo (DRC).
- **Nigeria:** Conducted field research on the links between illegal gold mining and escalating violence in Zamfara State and the North-West region, highlighting the need for policy reforms that address both security and development.

Key Achievements

- **Strategic Funding:** Secured a third consecutive Open Society Foundation (OSF) grant (\$200,000) for the *Peacemaking Advisory Group (PAG)* to facilitate high-level diplomacy. Attracted \$20,000 from the Southern Africa Trust (SAT), bringing total SAT resource-governance funding to \$130,000.
- **Institutional Influence:** Embedded PAG conflict analyses directly into regional diplomatic tracks with the South African Department of International Relations and Cooperation (DIRCO), SADC, and the European Union.
- **Publications:** Produced seven research reports under SAT funding; published a Policy Brief on *The Cape Assurance Corridor: Turning Maritime Security into a Regional Export for South Africa*; and released an Intelligence Report on *Strengthening Security Sector Governance in Fragile Jurisdictions*.
- **Briefings & Media:** Conducted closed-door briefings for EU and UK diplomatic missions in Abuja, published targeted op-eds in *BusinessDay* and *Premium Times*, and produced 12 media articles and two journal pieces.



ANTI-CORRUPTION AND ACCOUNTABILITY

Throughout the year, GGA targeted grand corruption by advocating for global backstops while simultaneously reinforcing domestic transparency and institutional integrity. By simultaneously strengthening domestic accountability systems while advocating for complementary international accountability mechanisms, GGA promotes a comprehensive approach to preventing, detecting, and responding to grand corruption.

- **Pan-African & Global:** Promoted the establishment of the International Anti-Corruption Court (IACCourt) via treaty consultations with state governments and advocacy with civil society networks, as the Convening Partner for Africa in the Coalition for the IACCourt.
- **West Africa (WARO):** Delivered nationwide capacity-building workshops across seven regional capitals, training over 148 private sector actors on procurement laws, ethical compliance, and reporting mechanisms. This centre also maintained permanent executive membership in the Ghana Anti-Corruption Coalition (GACC).
- **Southern Africa (SARO):** Led anti-corruption academic summits, public advocacy activations, and gender-focused anti-corruption research.

Key Achievements

- **IACCourt Campaign:** Launched the global coalition attended by 175 participants from 48 countries; hosted an inaugural IACCourt media briefing; and developed an interactive advocacy toolkit.
- **Capacity Building:** West Africa increased regional awareness of the “Resist, Reject, Report” (3Rs) model, and developed concrete reform proposals, including the establishment of fast-track corruption courts and asset recovery laws.
- **Conferences & Briefings:** Participated in the *UN Convention against Corruption (CoSP11)* in Doha, Qatar; engaged the *African Court Coalition Stakeholders’ Platform* in Arusha, Tanzania; and facilitated a SADC Parliamentary Forum Standing Committee meeting on Trade, Industry, Finance, and Investment (SADC-PF TIFI).
- **Summits & Campaigns:** Launched the 192 – *United Against Corruption* public campaign in partnership with Integrity Initiatives International (III); collaborated with the African Parliamentarians Network against Corruption (APNAC) and the Economic, Social & Cultural Council of the African Union (AU-ECOSOCC); and delivered guest lectures and presented at anti-corruption summits at the University of Johannesburg, University of Limpopo, the School of Law at the University of Namibia, and the Faculty of Law at the University of Malawi.



HYBRID EVENT

Advancing governance through the proposed International Anti-Corruption Court (IACCourt)

SPEAKER ANNOUNCEMENT

Dr Vladimir Momcilovic
Expert in International Development and Legal Reforms

SCAN TO JOIN THE ONLINE ZOOM MEETING:
Meeting ID: 914 0263 6058
Passcode: 533324

FRIDAY 23 MAY 2025 09h00 – 12h30 (SAST)

GGA | INTEGRITY INITIATIVES INTERNATIONAL | UNAM



HYBRID EVENT

ADVANCING GOVERNANCE THROUGH THE PROPOSED INTERNATIONAL ANTI-CORRUPTION COURT

THURSDAY: 11 SEPTEMBER 2025
TIME: 14h00 – 16h30 (CAT)

SCAN TO REGISTER FOR THE ONLINE TEAMS MEETING OR TO JOIN IN PERSON

Proudly in association with: GGA | INTEGRITY INITIATIVES INTERNATIONAL

SPEAKER ANNOUNCEMENT

PROF HAPPY KAYUNI
Executive Dean, School of Law, Economics and Government, University of Malawi

YOUTH EMPOWERMENT AND DEVELOPMENT

Investing in the demand side of good governance, GGA developed leadership, civic awareness, and economic capacity among Africa's youth. Recognising that Africa has the world's youngest population, GGA views youth leadership as central to strengthening democratic participation, accountable governance, and long-term economic development.

- **Horn of Africa (HARO):** Initiated domestic youth political inclusion platforms in Ethiopia.
- **West Africa (WARO):** Pioneered female Science, Technology, Engineering and Mathematics (STEM) education pathways and ethical entrepreneurship programmes across Ghana.
- **Annual Girl Child Dialogues:** GGA hosted a cross-border, hybrid career-readiness conference and career expo spanning South Africa, Zimbabwe, Nigeria, Ethiopia, and Ghana, concentrating on leadership and entrepreneurship within the hospitality and tourism sectors, challenging traditional employment gender stereotypes.
- **Nigeria:** In line with our commitment to strengthening accountable leadership and civic participation across Africa, GGA-Nigeria convened a Youth Advocates for Good Governance (YAGG) engagement on 26 June 2025 at the University of Lagos. The event brought together approximately 100 young leaders, students, and civic change-makers to explore the role of youth in advancing good governance, accountability, and ethical leadership.

Key Achievements

- **Continental Dialogues:** Co-hosted the 2025 GGA *Annual Lecture* alongside the African Union Commission in Addis Ababa, focusing youth leaders from Ethiopia and the wider continent on countering grand corruption. Launched the *Youth in Politics in Ethiopia* dialogue and publication series.
- **Cross-Border Convenings:** Spearheaded the *International Day of the Girl Child* hybrid conference in partnership with Boston City Campus and Mail & Guardian, accelerating tourism and hospitality career pathways for young women across the continent.
- **Technical Skills & Literacy:** Established annual female STEM boot camps in partnership with the Applied Technology Institute (ATI) in West Africa, alongside joint digital literacy and coding workshops across SARO and WARO.
- **Economic Inclusion:** Launched ethical business forums for youth entrepreneurs in Ghana focusing on market access and regulatory compliance, and collaborated with the *Women in Mining Organisation* to recruit young women into extractive industries.
- **Civic Activism & Alliances:** Deployed the *Youth Advocates for Good Governance* accountability initiative in Nigeria; embedded youth components within Ghanaian election-awareness drives; and collaborated with the Finnish, Swiss, Australian, New Zealand, and US embassies on youth democracy initiatives.



INVESTMENT AND ECONOMIC DEVELOPMENT

Good Governance Africa demonstrates how good governance acts as a catalyst for sustainable investment and economic growth. By strengthening institutional effectiveness, regulatory certainty, public accountability, and policy coherence, GGA helps create the conditions necessary for responsible investment, business confidence, economic competitiveness, and long-term development. Through research, governance diagnostics, policy engagement, and investor dialogue, the organisation promotes stronger institutions as the foundation for inclusive and resilient economic growth.

- **Horn of Africa:** Conducted a comprehensive study of the informal sector in Addis Ababa, producing two research papers that analyse the national policy framework versus local regulatory realities. This office also organised a consultative workshop bringing together government officials and informal trade operators to validate findings and promote evidence-based policy engagement.
- **Nigeria:** Published the survey “Investor Perceptions of Nigeria’s Regulatory and Policy Reforms in the Oil and Gas Sector”, providing essential data to regulators on the consistency and implementation of the Petroleum Industry (PIA).
- **Horn of Africa:** Synthesised research findings into a policy brief (print and digital) that was distributed to the Addis Ababa City Administration to inform the ongoing revision of informal trade regulations.
- **Nigeria:** Served as a strategic partner for the “Pitching Nigerian Gas to Global Capital” dialogue, focusing on improving project bankability and leveraging macroeconomic reforms to attract sustainable investment.



Media, Publications, and Thought Leadership

Good Governance Africa (GGA) translates complex empirical data into accessible, high-impact public discourse. By leveraging multi-channel media engagement, rigorous research outputs, and high-level convening platforms, GGA shapes policy and amplifies evidence-based governance narratives across the continent.

GGA's distinctive governance model ensures that research is translated into targeted products for different audiences. This integrated approach strengthens both government effectiveness and citizen accountability while helping to create an enabling environment for responsible investment.

FLAGSHIP PUBLICATION: AFRICA IN FACT (AIF)

Africa in Fact forms part of a broader institutional knowledge ecosystem through which research is translated into policy briefs, intelligence reports, media engagement, public dialogue, and institutional advisory support. Together, these complementary outputs ensure that governance research reaches citizens, policymakers, development partners, and investors in forms tailored to their respective decision-making environments.

2025 Thematic Editions

- **Plunder and Promises:** An investigation into the systemic socio-economic and environmental impacts of extractive industries on near-mine host communities.
- **Securing Africa's Future:** A strategic analysis of peace, stability, and security dynamics across fragile African jurisdictions.
- **The Future of African Cities:** An exploration of the distinct governance, infrastructure, and financial strains imposed by rapid urbanisation and climate change.
- **Inclusive Conservation:** A critical assessment of ecological preservation strategies operating under severe commercial and developmental pressures.





Award Recognition

A special international edition of *Africa in Fact* focusing on the **International Anti-Corruption Court (IACCourt)** – featuring contributions from 19 global experts across 13 countries – was awarded the prestigious **Silver PRISMS Award** for excellence in strategic communication and thought leadership and was nominated for a SABRE EMEA award in the Multi-Country Programme category.

RESEARCH, POLICY AND KNOWLEDGE PRODUCTS

GGA's research infrastructure produces diverse, peer-reviewed literature designed to close information asymmetries for investors, civil society, and policymakers.

- **Sub-National Metrics:** Published comparative governance baselines, including the *African Cities Profiling* reports, which evaluate infrastructure and financial management across 10 SADC economies.
- **Methodological Frameworks:** Developed localised datasets and diagnostic tools linked directly to the upcoming *2026 Governance Performance Index (GPI)*.
- **Strategic Insights:** Authored policy briefs, intelligence reports, and long-form academic journal articles covering municipal 4IR integration, climate adaptation, extractive resource curses, and security sector governance.

MEDIA AMPLIFICATION AND PUBLIC CONVENINGS

GGA experts maintain a consistent presence across mainstream and digital networks to drive democratic accountability and contextualise major political transitions.

- **Broadcast & Print Commentary:** Delivered real-time expert analysis on institutional reform, counter-insurgency strategies, and anti-corruption frameworks via prominent platforms including eNCA's *"We the People"*, *Channels TV*, *Arise TV*, and leading regional print publications.
- **Electoral Analysis:** Provided comprehensive, data-driven commentary and governance oversight surrounding the pivotal 2024–2025 electoral cycles in South Africa, Mozambique, Namibia, and Ghana.
- **High-Level Diplomacy:** Conducted closed-door briefings for international diplomatic missions, regional policy units, and multilateral stakeholders to embed research findings directly into active foreign policy and development programmes.
- **Civic & Academic Forums:** Expanded public access to governance data by hosting cross-regional webinar series, targeted youth political participation forums, and specialised lectures at universities across Southern and West Africa.

Strategic Partnerships, Advocacy, and Institutional Impact

Good Governance Africa (GGA) leverages a matrix of global, continental, and national alliances to translate policy research into structural institutional reform. Rather than operating in isolation, GGA functions as a strategic convener across governments, multilateral bodies, civil society, and the private sector to build resilient governance ecosystems. Beyond establishing partnerships, GGA increasingly acts as a trusted convenor, bringing together governments, regional organisations, civil society, academia, diplomatic missions, multilateral institutions, and the private sector to facilitate dialogue, build consensus, and develop collaborative responses to complex governance challenges.

GLOBAL AND CONTINENTAL MULTILATERAL ALLIANCES

GGA embeds African perspectives into high-level international policy frameworks, steering collaborative advocacy in anti-corruption, youth inclusion, and economic governance.

- **Global Accountability Footprint:** Partnered with Integrity Initiatives International (III) to spearhead the global campaign for the International Anti-Corruption Court (IACCourt) across Africa. This alliance expanded into a coordinated global coalition spanning more than 48 countries.
- **Global Coalition for the UNCAC:** GGA participated in the *UN Convention against Corruption Conference of States Parties (CoSPII)* in Doha, culminating in joining the global coalition as an Affiliated Group.
- **G20 & Y20 Integration:** Led Track 4 leadership initiatives within the Y20 (Youth 20) structures and actively informed wider G20-linked governance and socio-economic development dialogues, particularly on anti-corruption and the support for the establishment of an IACCourt.
- **Continental Policy Architecture:** Deepened institutional integration with the African Union (AU) commission and the Inter-Governmental Authority on Development (IGAD). GGA collaborated with the UN Development Programme (UNDP) to build the *Africa*

Transition Index (ATI) and engaged with UN-Habitat and the African Development Bank (AfDB) on sustainable urban development frameworks.

REGIONAL STRATEGIC PARTNERSHIPS

Southern Africa Regional Office (SARO)

- **Diplomatic Coalitions:** Consolidated joint democracy and youth empowerment initiatives alongside the Finnish, Swiss, Australian, New Zealand, and United States embassies.
- **State Oversight and Reform:** Maintained direct advisory tracks with South Africa's primary integrity institutions, including the Public Protector, Auditor-General South Africa (AGSA), and the Public Service Commission (PSC), to strengthen local government administration.
- **Legislative & Regional Forums:** Facilitated a trade, finance, and investment meeting for the SADC Parliamentary Forum Standing Committee and contributed to global trade panels at the South African Institute of International Affairs (SAIIA).

Horn of Africa Regional Office (HARO)

- **Institutional Frameworks:** Solidified operational ties with the Ethiopia Federal Ethics and Anti-Corruption Commission and the Institute of Peace and Security Studies (IPSS).
- **Convening Milestones:** Hosted the flagship 2025 GGA Annual Lecture in Addis Ababa in partnership with the African Union, convening continental youth leaders and policymakers around the theme: "*Empowering the Youth for a Prosperous Africa.*"

West Africa Regional Office (WARO)

- **Civil Society and Civic Education:** Expanded grassroots advocacy and accountability campaigns in Ghana by embedding research within the National Peace Council, the National Commission for Civic Education (NCCE), and the Ghana Anti-Corruption Coalition (GACC).

Nigeria

- **Presidential Engagement:** Senior Associate, Dr. Julia Bello-Schünemann, was intensely involved with the Nigerian Vice Presidency and the leaders of the Anticipatory Governance and Foresight Capacity (AGFC) Programme to support the conceptualisation and running of a high-level event on foresight and forecasting for policy making in Nigeria.
- **Citizen-Driven Accountability Partnership:** Collaboration with the Centre for Journalism Innovation and Development (CJID), BudgetIT, Enough is Enough Nigeria (EiE), and GovmentLab on the dialogue exploring pathways for citizen-driven accountability.

INSTITUTIONAL CONTRIBUTIONS

During 2025, GGA:

- Strengthened evidence-informed policymaking through governance diagnostics, Policy Briefs, Intelligence Reports, and comparative research.
- Expanded its role as a trusted convenor of governments, civil society, academia, multilateral organisations, and private sector stakeholders.
- Increased African participation in continental and international governance dialogues.
- Strengthened accountability through anti-corruption advocacy, youth participation, and citizen engagement initiatives.
- Positioned governance as a prerequisite for responsible investment, economic competitiveness, and sustainable development.
- Expanded institutional partnerships supporting governance reform across multiple African regions.
- Continued strengthening GGA's reputation as a leading pan-African governance institution.

VERIFIABLE INSTITUTIONAL IMPACT PATHWAYS

The collective achievements outlined throughout this report demonstrate GGA's continued evolution from a research organisation into an institution that actively shapes governance discourse, strengthens policy processes, convenes strategic partnerships, and supports institutional reform across Africa. During 2025, the organisation expanded its influence across government, civil society, academia, multilateral institutions, and the private sector, reinforcing its position as one of Africa's leading evidence-informed governance organisations.

In compliance with its Monitoring, Evaluation, and Learning (MEL) framework, GGA utilises a contribution-based model to map its systemic impact across the continental governance landscape.

- **Evidence-Based Decision Making:** Transformed raw governance tracking data into practical instruments for states and investors. Diagnostic tools such as the *Governance Performance Index (GPI)* and the *African Cities Profiling* initiatives provided the baseline metrics required to systematically mitigate urban infrastructure risks and combat municipal resource curses.
- **Shifting Public Discourse:** Accelerated citizen oversight and youth mobilisation through multi-channel behaviour-change campaigns, such as the “192 – *United Against Corruption*” initiative, effectively expanding the public demand for constitutional accountability.
- **Formal Institutional Reform:** Secured a formal Memorandum of Understanding (MoU) with key regional policy institutions in 2025, validating GGA's position as a permanent, legally integrated advisor to sovereign state organs and multilateral entities across Africa.
- **Continental Thought Leadership:** Expanded GGA's influence as one of Africa's leading governance institutions through high-impact publications, international conferences, policy dialogues, media engagement, and strategic partnerships that shaped governance discourse well beyond individual programme activities.

Funding and Continental Growth and Expansion

RESOURCE MOBILISATION AND LONG-TERM SUSTAINABILITY

Against a backdrop of shifting global development finance, Good Governance Africa (GGA) has deliberately transitioned from traditional fundraising toward a comprehensive institutional sustainability strategy. To secure long-term operational resilience, GGA is actively diversifying its capitalisation model, moving beyond localised grants to build an institutional funding base that includes bilateral development agencies, multilateral institutions, and legacy-driven philanthropic capital.

This strategic positioning ensures that GGA is not merely an implementer of short-term programmes, but a financially resilient, permanent fixture in the African governance landscape.

CONTINENTAL EXPANSION AND CAPACITY SCALING

Having successfully established regional operations across Southern Africa, West Africa, Nigeria, and the Horn of Africa, GGA is now entering a new phase of strategic growth focused on expanding its continental footprint and strengthening long-term institutional sustainability. The organisation's long-term expansion model is anchored in a regional hub system, with a strategic roadmap dedicated to establishing five new centres across priority African markets.

By scaling internal capacity and decentralising expertise, GGA is optimising its infrastructure to leverage larger, multi-year institutional investments. This expansion directly enhances our ability to deliver systemic governance reform, advance government accountability, and champion critical international frameworks, such as the campaign for the International Anti-Corruption Court (IACCourt), at a truly continental scale.

DONOR DIVERSIFICATION PATHWAYS

To insulate the organisation from market volatility and fuel the next phase of expansion, GGA is cultivating a diversified network of aligned funding partners:

- **Institutional and Bilateral Agencies:** Developing strategic funding pipelines with major development finance institutions and agencies, including European Commission programmes, the African Union's Think Tank Facility, GIZ, and the Norwegian Agency for Development Cooperation (NORAD), to secure large-scale, multi-year statutory funding.
- **Global Foundations & Flexible Capital:** Deepening relationships with international entities like the Open Society Foundations, focusing on long-term, predictable, and flexible funding instruments that allow for agile, systemic governance interventions.
- **Philanthropic and Legacy Capital:** Engaging international and African high-net-worth individuals to unlock private philanthropic capital focused on generational impact, systemic accountability, and inclusive economic growth.
- **Private Sector Collaborations:** Partnering with multinational corporations exposed to African markets, demonstrating how investments in governance stability directly mitigate commercial risk and improve macroeconomic outcomes.
- **Donor Mapping:** GGA-Nigeria significantly strengthened its resource mobilisation strategy through the development of a comprehensive and dynamic database of potential donors and strategic partners. This initiative involved the systematic mapping, profiling, and categorisation of foundations, development agencies, corporate institutions, and philanthropic organisations whose priorities align with GGA's mission and thematic focus areas.

This diversified portfolio is anchored by the vital, ongoing support of the Rodor Charitable Foundation, whose sustained commitment provides the bedrock of organisational stability from which GGA expands its reach.

Looking Ahead and Strategic Priorities

As Africa navigates a complex global landscape marked by geopolitical shifts, climate vulnerabilities, and technological disruption, Good Governance Africa (GGA) enters 2026 with an expanded mandate. Grounded in the reality that strong institutional governance is the prerequisite for continental peace and economic survival, GGA will focus on strengthening internal institutional capacity, expanding our external network, and advancing flagship Initiatives.

EXPANDING OUR CONTINENTAL FOOTPRINT AND SUSTAINABILITY

To ensure the long-term impact of our research and advocacy, GGA is prioritising institutional resilience and cross-border resource mobilisation.

- **Regional Integration:** Harmonising research and experts across the Southern Africa, West Africa, Nigeria, and Horn of Africa centres to deliver unified, pan-African policy advisory responses.
- **Funding Diversification:** Transitioning from traditional grant dependency to a hybrid funding model, actively scaling fee-earning consultative services, like our work with the African Development Bank's ALSF, to ensure fiscal sustainability.
- **Multi-Sector Coalitions:** Deepening formal alliances with sovereign state organs, academic networks, international diplomatic missions, and private sector actors to ensure research findings are hardcoded into domestic legislation.

ADVANCING THEMATIC FLAGSHIP INITIATIVES

GGA will maintain forward momentum across its core thematic areas by executing a series of highly targeted, empirical initiatives designed to influence policymakers and empower African citizens.

- **Governance Insights & Analytics:** Finalise and launch the 2026 *Governance Performance Index (GPI)* framework to provide states and global markets with verified governance benchmarks. Concurrently,

expand the *African Cities Profiling* project beyond the SADC region to map municipal infrastructure and financial health across the continent.

- **Anti-Corruption and Accountability:** Intensify the campaign for the International Anti-Corruption Court (IACCourt) as a vital backstop against grand corruption, while scaling our localised *Resist, Reject, Report (3Rs)* training programmes.
- **Peacebuilding and Security:** Expand GGA's governance-led peacebuilding work by deploying political economy analyses, conflict diagnostics, and strategic policy engagement to address the institutional drivers of conflict, strengthen regional stability, and support evidence-based peacebuilding initiatives in fragile and conflict-affected states.
- **Natural Resource Governance and Climate Change:** Advance responsible natural resource governance and climate resilience by strengthening policy frameworks, promoting transparent and accountable management of extractive industries, supporting just energy transitions, and addressing the governance challenges associated with climate change and environmental sustainability.
- **Investment and Economic Development:** Position good governance as a catalyst for sustainable investment and inclusive economic growth by strengthening governance and investment readiness, reducing regulatory barriers, supporting evidence-based economic reform, and promoting institutional environments that attract responsible investment, enhance business competitiveness, and create opportunities for broad-based prosperity.
- **Youth Leadership and Economic Inclusion:** Invest heavily in the demand side of governance by expanding youth civic education platforms, digital literacy initiatives, and ethical entrepreneurship pipelines across our regional hubs.

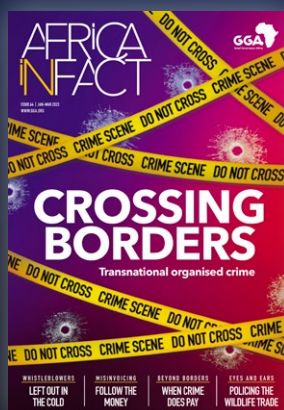
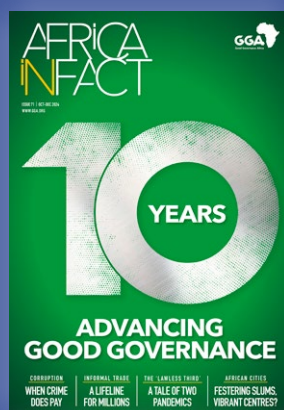
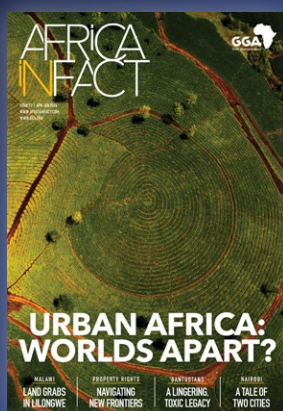
Looking Ahead

Grounded in the African Union's Agenda 2063 and the UN Sustainable Development Goals, GGA remains dedicated to a single, overarching truth: *Improving government effectiveness while empowering citizens creates the essential, predictable conditions required to unlock investment, eliminate poverty, and build an equitable future for Africa.*

Notes

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MISSED AN ISSUE?



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TOGETHER WE WILL MAKE IT HAPPEN

Is Africa a great opportunity or a disaster waiting to happen?

- Africa with 1.4 billion people currently, will have more than 1.84 billion people by 2034, 2.5 billion by 2050, and 4.2 billion people by 2070.
- Africa has the youngest population of any continent and vast untapped natural resources.
- Africa has one of the highest unemployment rates and rampant poverty.
- Africa is poorly managed and needs a lot of help and better planning to realise its enormous potential.
- What can be done to turn things around?

Helping to make a change

- It is all about improving governance.
- Effective governments, better institutions and policies and accountable leadership lead to a thriving economy.
- GGA is based in Africa and run by committed African professionals who understand the continent, its leadership and challenges and are dedicated to making a change.
- GGA is a reputable organisation, growing its capacity to deliver transformative change in Africa.
- Private enterprise can make the difference: More investments create opportunities to grow economies, create employment for the youth, improve citizens' lives, and foster peace and prosperity.

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Success is the reward for your investment in GGA

The returns on investing in Good Governance Africa (GGA) are numerous and significant:

- GGA can work with private enterprise to unlock Africa's potential and opportunities.
- A stable, peaceful, and prosperous continent where investments can grow economies and create further opportunities for new investment.
- GGA is expanding from four to nine main regional centres and will eventually have a presence in most countries in Africa.
- New investment will ensure that GGA's efforts to improve governance yield robust outcomes in women and youth entrepreneurship, strengthening strategic alliances, improving bilateral trade opportunities, and guaranteeing fair trade, access to new markets and sanctity of contracts.
- With many private sector participants, GGA will require only a small amount of funding from each donor to make a substantial difference.