



HERitage[®]

ONE YEAR. SIX CITIES. THREE CONTINENTS.

AN IMPACT REPORT ON THE FIRST YEAR OF HERITAGE COLLECTIVE (2025 – 2026)

ABIDJAN · NEW YORK · JOHANNESBURG · LAGOS · DAVOS · KIGALI

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A LETTER FROM THE CO-FOUNDERS

For the women who built this with us — and those who believe in them.

A year ago, a group of 4 ambitious African women made a decision.

We decided that we were enough. Enough, right now, to build our own infrastructure.

What began as a trusted circle grew into something larger than any of us anticipated. We convened across six cities on three continents. We walked the halls of the World Economic Forum, gathered during the G20, opened doors at UNGA, and hosted rooms that produced what no panel ever could.

Everything in these pages was built from the same resource that brought HERitage into existence: *ourselves*. **Our expertise. Our relationships. Our visibility. Our willingness to back one another.**

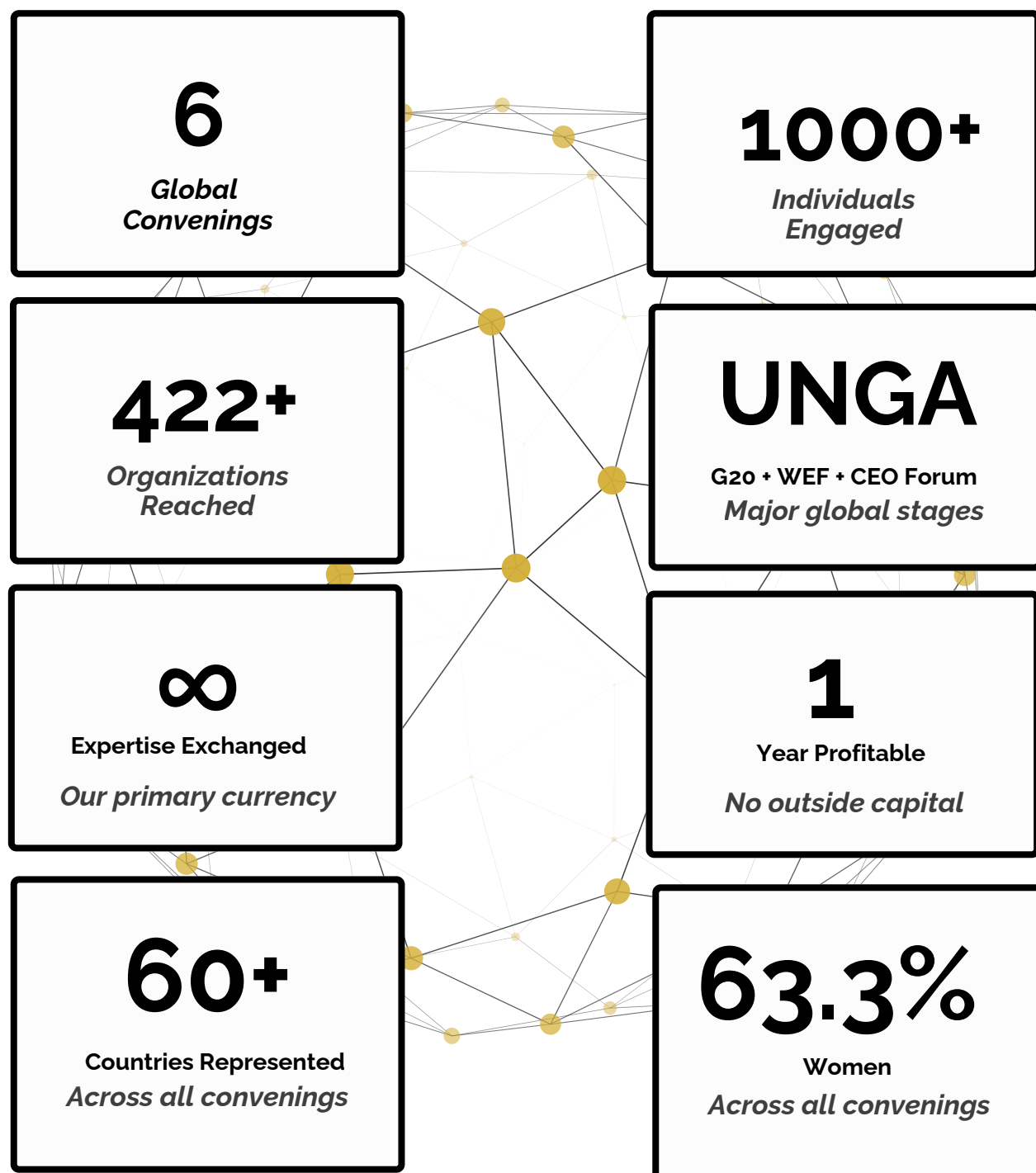
This report is an honest accounting of what this collective built, what it proved to itself, and what it is now capable of. The women in this collective are its primary audience and our thesis — because the most important resource HERitage has ever had is you, and you deserve to see clearly what you helped create.

For our current and future partners. We hope you see yourself in our progress

“What this year has deeply solidified for us is a fundamental truth: trust is the ultimate infrastructure that scales.”

HERitage Collective Co-Founders

The Scale of What was Built



These numbers represent the output of one year of operation with zero external funding. No grants. No institutional backing. Only the expertise, networks, and commitment of the women in this collective. Behind these numbers is something harder to quantify: *a network that has moved from introduction to trust, to collaboration, and in several cases, from collaboration to capital.* The infrastructure is working.

Mission

HERitage Collective exists to close the gap between ambition and access for Africa's next generation of female leaders. *Here, driven women find both a network and a spotlight.*

Who we are

We are a peer operating system for Senior African women in business. We recognize the persistent barriers that keep too many female African leaders under-networked and underrepresented on global stages. **HERitage Collective.** is our answer — women who are no longer waiting for an invitation, but building our own infrastructure.

THE CONVENERS



Habibah A. Waziri
Managing Director, BGR
Nigeria | Global



Sally Nnamani
Social Entrepreneur
Nigeria | USA



Sandrine Nzeukou
Founder, Playbook
Cameroon | Global



Huguette Umutoni
Founder, N'gage Africa
Rwanda | Europe



Toks Ayinla
Performance Coach
Nigeria | Canada



Fatima Soleman
CEO, Mister Roof
Gabon | Rwanda



Lethabo Sithole
Managing Director, Amila Africa
South Africa



Monalisa Mofe
Founder, Creative Collectors Circle
South Africa

Visit our website to find out more: <https://heritagecollectiv.com>

THE ORIGIN

It Started With a Need

HERitage Collective did not begin with a grant, an accelerator, or an invitation. It began with a **trusted circle**.

At UNGA 2024, a glaring disparity became impossible to ignore: African women leaders — the very individuals driving transformation and economic shifts on the continent were starkly underrepresented in the decision rooms & some of those inside were mispositioned.

Recognizing that waiting for an invite was no longer an option, one woman took a definitive, immediate step – the WhatsApp group, which later revealed something powerful: **we were already each other's greatest resource**.

The women in the group were founders, executives, operators, investors, and ecosystem builders. Individually, they possessed extraordinary capabilities. Collectively catalytic. Together, they functioned less like a network and more like — **infrastructure**.

As the collective grew, another insight surfaced: many of the capabilities we were told required capital first, could in fact be accelerated through trust, expertise, visibility and collective action. **What we lacked was not talent, but a system that connected it.**

HERitage was born.

Not as a network, but as a peer operating system for senior African women in business. A model built on the belief that ambition scales faster when women become resources for one another.

“What is the cost of overlooking Africa's next generation of leaders?”

THE JOURNEY

Six Cities. One Continuous Conversation.

HERitage Collective did not grow through a single viral moment. It grew through a deliberate sequence of convenings, each one deeper than the last, each one expanding what the collective knew it was capable of. This is the story of that sequence.

1

The Launch — Africa CEO Forum

ABIDJAN, CÔTE D'IVOIRE

May 2025

Where It Began

The questions that surfaced at the very outset became the programming architecture for everything that followed: How do we move from visibility to ownership? How do we circulate economic value within the network rather than outside it? What does Pan-African collaboration look like when it is operationalised rather than celebrated? These were not the questions of a collective asking for access.

They were the questions of one that had already decided it didn't need to.

“We asked to be included, the answer was no. So, we built... HERitage”

Key Outcomes

- Officially launched HERitage Collective as a structured social enterprise at Africa's premier gathering of business leaders on the continent.
- Identified the core question that would anchor the year: *can we co-own, not just co-appear?*
- Established our founding architecture: peer-operating system, shared expertise, and a programming model built on working sessions rather than ceremonial panels.

Scale & Reach

140+

Senior Leaders

~90%

Africa-based

60%

Women



HERitage @ Abidjan

Where the World Convened — HERitage Showed Up

UNGA week in New York is the global moment when governments, multilateral institutions, development finance actors, civil society, and the private sector share the same geography for seven intense days. For HERitage Collective, it represented the first major test of a simple thesis: *that a infrastructure built for African women could hold its own in the world's most competitive convening environment.*

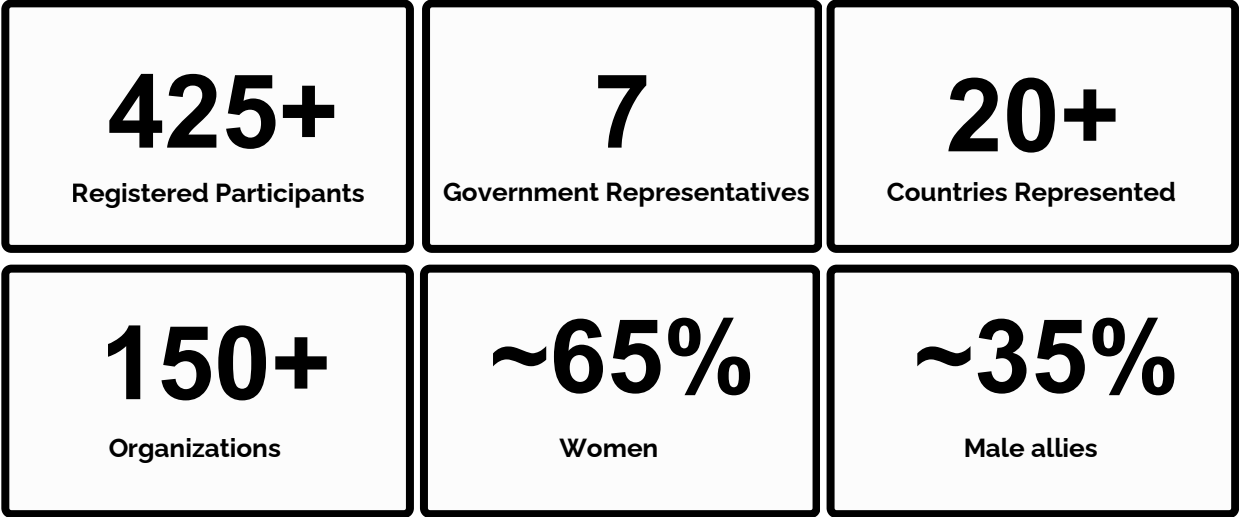
HERitage House was that test. Rather than seeking a speaking slot at someone else's event, the team created its own gathering space, an intimate, high-trust environment where the conversations that could not happen in a plenary could happen in a room that HERitage owned.

The programming centered on the intersection of technology, sports, migration, infrastructure, and the creative economy. Participants included leaders from the multilaterals, tech, philanthropy, policy sectors as well as leading companies in the private sectors.

Key Outcomes

- Established HERitage's presence in the global multilateral calendar during one of the world's most consequential policy weeks.
- Strengthened the case for HERitage as a partner to multilateral and policy institutions, not just a recipient of their programs.
- Demonstrated our convening credibility at the intersection of development finance, diaspora capital, and women's economic leadership.
- Generated a pipeline of institutional relationships that carried through subsequent convenings in the year.

Scale & Reach



HERitage @ UNGA

3

Women in Trade & Investment Soiree: G20 Convening

JOHANNESBURG, SOUTH AFRICA

November 2025

Women in Trade & Investment Networking Soiree

The G20 is not a convening for observers. It is where macroeconomic policy, development finance, and trade architecture are shaped. HERitage Collective's presence at the sidelines of the G20 in South Africa was a deliberate signal: *this infrastructure belongs wherever decisions about Africa's economic future are being made.*

Together with Amila Africa, a women-led advisory firm driving trade and investment and Artform Advisory, integrating cultural strategy and capital, we created an essential space - a bridge between commerce, culture and power to tackle the \$200B economic opportunity in women's leadership and Africa's economic transformation. This powerful alliance of firms is dedicated to accelerating ecosystems and shaping a future where women are recognized as central figures of the global economy.

"Proximity to power only matters if you use it."

Key Outcomes

- Secured introductions to five of Southern Africa's leading financial institutions, expanding HERitage's access to capital, investment, and partnership conversations.
- Established relationships with two major women-led businesses across the SADC region, creating new opportunities for cross-border collaboration and ecosystem building.
- Catalyzed a pipeline of future partnerships and membership interest, resulting in new engagement opportunities from institutions, business leaders, and women seeking to join the collective.

Scale & Reach

130+
Registered Participants

19
Countries Represented

~80%
African Countries

~20%
Global North + Middle East



HERitage @ G20

Where Global Capital Comes to Listen

At MMC 7.0 in Lagos, HERitage Collective convened a closed-door roundtable designed to turn conversation into real economic outcomes for Nigeria's real economy. Under the theme "Redefining Africa's Economic Architecture: From Context to Capital," founders, investors, policymakers, media leaders, and ecosystem builders came together with one clear mandate: identify opportunities, align capital and capability, and leave with concrete commitments

JeGo's founder, Frederick Akpoghene emphasized: "This roundtable creates the high-trust environment where founders, investors, and ecosystem leaders can co-design the bridges needed to scale across the continent. It's not just a discussion; it's a construction site for Africa's future economy."

The work is already in motion, and JéGO is building it with partners across Nigeria.

"In Lagos, MMC 7.0 demonstrated that Nigeria is not a limitation but a launchpad."

Key Outcomes

- Capital scarcity for women-led enterprises is **structural, not merit-based**.
- The roundtable reinforced the "Nigeria-first, Africa-next" approach, showing how strategic partnerships can move from conversation to execution.
- MMC 7.0 was positioned to unlock blocked capital pathways, not debate capability.

Scale & Reach

12
Founders

2
Policymakers Present

3
Countries Represented

60%
Women

40%
Men

9
MSME Representation



HERitage @ MMC

5

Africa House — World Economic Forum

DAVOS, SWITZERLAND

January 2026

Where Global Capital Comes to Listen

Davos is the ultimate test of institutional credibility. The World Economic Forum brings together the heads of state, CEOs, and capital allocators who shape the global economic agenda.

There, we secured a high-profile presence in partnership with Africa House at WEF for the launch of New Wind Ventures, embedding the collective into the most globally prominent convening. Positioned as part of the continent's premier gathering point during WEF, the convening gave guests access to conversations on African investment, infrastructure and technology that rarely include the voices of women-led platforms.

The Davos convening established a distinct commercial benchmark for our engagement. Conversations decisively pivoted away from advocacy for African women's leadership, focusing instead on deploying specific structures, financial vehicles, and high-value partnerships to actively mobilize capital.

“At Davos, we stopped making the case for our inclusion. The market came looking for our execution.”

Key Outcomes

- Successfully positioned the infrastructure beyond advocacy and into institutional commercial dialogue, establishing readiness for structured, tier-one partnerships.
- Shifted the infrastructure's engagement from advocacy to commercial dialogue, signaling readiness for institutional partnership.
- Davos marked HERitage's transition from a convening infrastructure to a recognized institutional counterpart, resulting in 3 strategic partnerships, 10+ investor engagements

Scale & Reach



HERitage @ WEF

Where a Year of Work Became a Moment of Reckoning

The fifth convening was different by design. After four high-visibility gatherings across major global stages, the HERitage collective deserved and needed a room of its own: intimate, honest, and built entirely for the network itself.

The private anniversary dinner in Kigali was structured around three honest questions: What has the past year actually built? What are the real barriers standing between where the network is and where it needs to go? And what does it look like to move from a collective that convenes to an ecosystem that co-owns?

We discussed internal capital formation, blended finance structures, and governance architecture. Concrete commitments were made. Named owners were attached to each one.

The Kigali dinner was the moment the network looked at itself honestly and said: the convening power is real, the trust is compounding, and the next phase requires structure, governance, and the discipline to co-own what has been collectively built.

“We have proven we can fill a room. From Kigali on, we’re building an institution.”

Key Outcomes

- Established a formal shift toward “reciprocal value exchange,” introducing structured expectations for both financial and non-financial contributions (expertise, networks, access) across the collective.
- Agreed to the development of investable, partner-ready propositions to strengthen HERitage’s engagement with institutional and capital partners.
- A deliberate convening through 122 leaders—70% of whom are women in business designed to bridge the \$42B financing gap for women-led enterprises (source: AfDB)



WHAT THE YEAR TAUGHT US

Operating Principles Tested Against Reality

Trust is the only infrastructure that scales.

Every meaningful partnership in the HERitage network was built over months, through consistency and follow-through, not in a single conversation. Trust compounds over time and cannot be purchased at speed. It is both the most valuable asset in the network and the one that requires the most patience to build.

Expertise, relationships, and networks are deployable capital.

The challenge facing African women leaders is not primarily a lack of money. It is a failure to activate the assets already present in the network. Skills, relationships, reputation, diaspora connections, and convening power are all forms of capital. Treating them otherwise leaves value on the table. This is why we are building the structures that enable a peer-operating system and not a network or a platform.

Convenings are starting points, not outcomes.

Events create value only when followed by intentional relationship-building, accountability, and a consistent bias toward depth over breadth. A room full of the right people produces nothing without the follow-through that converts introductions into partnerships.

AN HONEST LOOK AHEAD

The Work Still Ahead

.These are the honest tensions the network is actively working through — named here because the collective deserves to know, and because the women in this collective are the ones best positioned to resolve them.

Curation at scale

The quality of a HERitage convening is inseparable from the quality of the women in it — their seniority, their commitment, their willingness to show up not just as participants but as contributors. As the network grows, so does the pressure to open the room wider. This tension is real and must be navigated deliberately. The infrastructure's power comes from the depth of its relationships. A curation model that scales without sacrificing that depth is one of the most important things HERitage will build in year two.

From collective to ecosystem

Collective is necessary. Ecosystem is the next step. Making that transition requires governance structures, accountability systems, and the operational discipline to co-own what has been collectively built — not just to show up for each other, but to build together in ways that generate shared, lasting value. That infrastructure is what year two is for.

Value Standardization

HERitage is built on reciprocal contribution — expertise, access, visibility, and relationships. The next phase requires formalizing how value is defined, exchanged, and tracked within the system, ensuring that contribution becomes structurally recognized and consistently mobilized across the collective.

“...Building something real means naming what is hard...”

WHAT HERITAGE DOES BETTER THAN ANYONE ELSE

The Strengths No One Can Buy

Every honest account of challenge must be paired with an equally honest account of strength. Here, the clarity is structural & unambiguous.

1

A high-trust senior network that has been tested.

A tested trust infrastructure among senior African women leaders. Across six cities over twelve months, HERitage has demonstrated consistent reciprocal engagement — introductions, expertise exchange, capital conversations, and follow-through. This level of operational trust is the foundational asset of the collective and cannot be replicated without time and lived coordination.

2

Networks that cross the borders others can't.

A cross-border relationship infrastructure spanning multiple continents. HERitage maintains active, trusted relationships across geographies that have been validated through real collaboration, not proximity or introduction. These relationships have been tested through high-friction engagement — including direct requests for support, partnership, and opportunity allocation.

3

A convening model built for depth, not volume.

Where other platforms compete on the size of their stages, HERitage convenings are structured working environments rather than ceremonial stages, designed for accountability, problem-solving, and execution-oriented dialogue. This produces decision-grade conversations rather than visibility-driven panels.

4

The room itself is the product.

The most important thing HERitage creates is not a conference, a report, or a partnership announcement. It is a room where African women leaders can bring their real work, their real challenges, and live strategic priorities — and be met with expertise, relationships, and opportunity pathways.
No permission required.

THE WAY FORWARD

Year Two: Building What Cannot Be Borrowed

Year one established what HERitage Collective is capable of: building trust, mobilizing relationships, and generating outcomes at scale without external infrastructure. Year two is about what that trust becomes.

The question is no longer whether this infrastructure works. It does. The question is whether it can become structural — governance, shared ownership, and capital mechanisms that allow the collective to invest in itself. This is the next phase of HERitage: transforming accumulated social capital into institutional capacity.

Not because external capital is excluded — it is not, but because internal architecture must be established first. Everything else builds on that foundation.

Strategic priorities for year two

Governance architecture	Build the structural foundation — decision-making systems, accountability frameworks, and the co-ownership model that allows the network to build together, not just gather together.
Internal capital formation	Develop the mechanisms that allow the network to invest in itself — through expertise, sweat equity, and eventually shared financial instruments that circulate value within the collective rather than extracting it outward.
Precision over breadth	Define the membership and programming with enough specificity that HERitage attracts exactly the women it is built for — and generates the depth of relationship and outcome that makes belonging worth something.

ALIGNED PARTNERSHIP

Why HERitage Collective. Why Now.

HERitage Collective is at an inflection point. The value has been established across six of the world's most significant convening stages. What the infrastructure now needs is partners who understand that investing in African women's collective leadership is strategy.

What aligned partnership looks like

Shared vision	A genuine, demonstrable commitment to African economic sovereignty and women's leadership as strategy — not as corporate social responsibility.
Additive contribution	Resources, expertise, or relationships that strengthen what HERitage is building — not shape what it becomes.
Reciprocal value	A willingness to be in relationship with this infrastructure as peers, not beneficiaries or benefactors.
Long-term orientation	An understanding that the most valuable outcomes from this infrastructure compounds over time — and a commitment to the patience that requires.

If that is your organisation, we would like to hear from you.
To explore partnership: info@heritagecollectiv.com || www.heritagecollectiv.com

Acknowledgments

With Gratitude to Our Partners

The accomplishments documented in this report were made possible through the collaboration and belief of our strategic partners. We extend our deepest gratitude to the organizations that have walked this journey with us, providing the expertise, sponsorship, and institutional support necessary to build this infrastructure.



We are deeply honored by your commitment to advancing Africa's economic sovereignty and women's leadership. For partnerships: www.heritagecollectiv.com

Appendix

Pre-Launch @ UNGA | September 2024
Informal Whatsapp Group
40+ emerging African women

HERitage Launch @ Africa CEO Forum | May 2025
Thematic Areas: Power, Access & Capital

HERitage House @ UNGA | September 2025
Thematic Areas: Governance, Finance, Tech & Sports

HERitage House @ G20 South Africa | November 2025
Thematic Areas: Policy, Finance & Trade

HERitage House @ World Economic Forum | January 2026
Thematic Areas: Policy, Finance & Tech

HERitage @ Africa CEO Forum | May 2026
Thematic Areas: Capital, Culture & Creative Economy

HERitage House @ UNGA | September 2026
Open for Partnerships

HERitage @ World Economic Forum | January 2027
Open for Partnerships

Appendix B

The Conveners and Co-Founders



Habibah A. Waziri
Managing Director, BGR
Nigeria | Global

Pan-African strategist and Managing Director of BGR Consulting. Leads high-impact initiatives advancing leadership, gender equity, and youth inclusion across Nigeria, Ghana, and Rwanda. Visionary behind HERitage's flagship convenings



Sally Nnamani
Social Entrepreneur
Nigeria | USA

Nigerian-American social entrepreneur and partnerships leader, currently serving as Head of Partnerships & External Relations at PeacePlayers International. Recognized as an Aspen IDEAS Fellow and French-African Young Leader, specializing in sport-based peacebuilding and cross-cultural collaborations.



Sandrine Nzeukou
Founder, Playbook
Cameroon | Global

Ecosystem developer, media executive, and former professional athlete specializing in uncovering high-value investment and development opportunities across emerging sports economies. As the founder of Playbook, she leads a pioneering sports media and business intelligence platform dedicated to driving capital flow, ownership opportunities, and sustainable infrastructure growth throughout the African continent and the Middle East.



Huguette Umutoni
Founder, N'gaga Africa
Rwanda | Ghana

Founder & CEO of N'gaga Africa, leading initiatives in education, youth empowerment, and investment. Extensive experience in partnership building and strategic collaborations across government, private sector, and creative industries, focusing on opportunities that expand African leadership and impact.



Toks Ayinla
Performance Coach
Nigeria | Canada

Performance coach, author, strategist, and speaker working at the vital intersection of business operations, workplace wellness, and cultural integration. As the creator of the RootWork™ technique and host of the Entrepreneur HR Podcast, she specializes in providing human resources frameworks, operational strategies, and personal development tools tailored specifically for entrepreneurs and scaling business leaders.



Fatima Soleman
CEO, Mister Roof
Gabon | Rwanda

Pan-African entrepreneur and Founder & CEO of Mister Roof, a growing construction and real estate company operating in Rwanda and Gabon. Successfully launched and scaled businesses with focus on sustainable infrastructure, innovation, and economic empowerment for local communities.



Lethabo Sithole
Managing Director, Amila Africa
South Africa

Independent legal consultant, researcher, and entrepreneur with a core focus on international business, trade, and investment law, policy, and facilitation. Highly skilled in trade policy reform, regional integration, and removing non-tariff barriers, with a deep research focus on maximizing continental economic opportunities under the African Continental Free Trade Area (AfCFTA) framework.



Monalisa Mofe
Founder, The Creative Collectors Circle
South Africa

Investment fine art advisor, luxury brand strategist, and global cultural leader dedicated to shaping how contemporary African art is collected, valued, and preserved. Extensive experience across global luxury goods sectors, including fashion, fine jewelry, and cosmetics, which informs her distinct approach to curatorship, conservation framing, and art restoration.

Appendix C

Comprehensive Data Tables

This section contains detailed data sets, historical records, and analytical frameworks utilized throughout 2025 reporting cycle.

Event	Date	Location	Guest List
HER Circle @ Abidjan	May 11, 2025	Abidjan, Côte d'Ivoire	140+
HERitage House @ UNGA	Sep 24, 2025	New York, USA	425+
Women in Trade Soirée @ G20	Nov 17, 2025	Johannesburg, South Africa	130+
HERitage @ MMC 7.0 Roundtable	Dec 5, 2025	Lagos, Nigeria	10+
HERitage @ Africa House	Jan 22, 2026	Davos, Switzerland	200+
HERitage Gathering – Africa CEO Forum	May 13, 2026	Kigali, Rwanda	100+