



# HERitage®

## ONE YEAR. SIX CITIES. THREE CONTINENTS.

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

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

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## Executive Summary

In 2025, HERitage Collective evolved from concept to sustained transnational platform, operationalizing nine major leadership interventions across three continents. This comprehensive annual report provides data-driven analysis of our strategic footprint, governance structure, impact measurement, and forward-looking strategy for 2026.

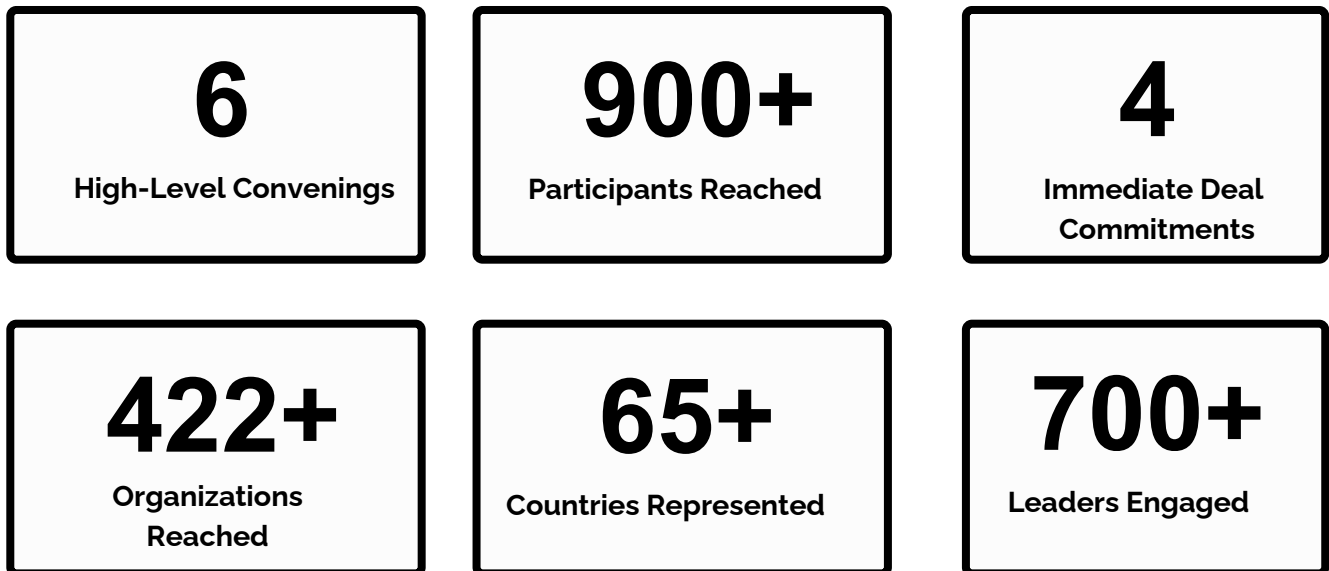
### Strategic Achievements

- Established presence at major economic nodes (NYC, Johannesburg, Abidjan, Lagos)
- Maintained **75%+** female participation across convenings
- Achieved **33%** execution yield at roundtable

### Institutional Validation

- Policy adjacency at UNGA, G20, Africa CEO Forum
- **13+** major media publications
- Partnerships with AfDB, Future Africa, JéGO Technologies

### AT A GLANCE: 2025 - 2026 YTD



## 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 that most people found bold. We decided that we were enough. Not enough to eventually earn a seat at the table. Enough, right now, to build our own infrastructure.

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 you are reading about was built entirely from our own resources — our expertise, our networks, our relationships, our willingness to back each other.

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 — because the most important resource HERitage has ever had is you, and you deserve to see clearly what you helped create. We also created this 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

## 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 boldly stepping into the rooms where power is shaped.

## THE CONVENERS



**Habibah A. Waziri**  
Managing Director, BGR  
Nigeria | Global



**Sally Nnamani**  
Social Entrepreneur  
Nigeria | USA



**Sandrine Nzeukou**  
Founder, Playbook  
Cameroon | Global



**Huguetta Umutoni**  
Founder, N'gage Africa  
Rwanda | Europe



**Toks Ayinla**  
Performance Coach  
Nigeria | Canada



**Fatima Soleman**  
CEO, Mister Roof  
Gabon | Rwanda



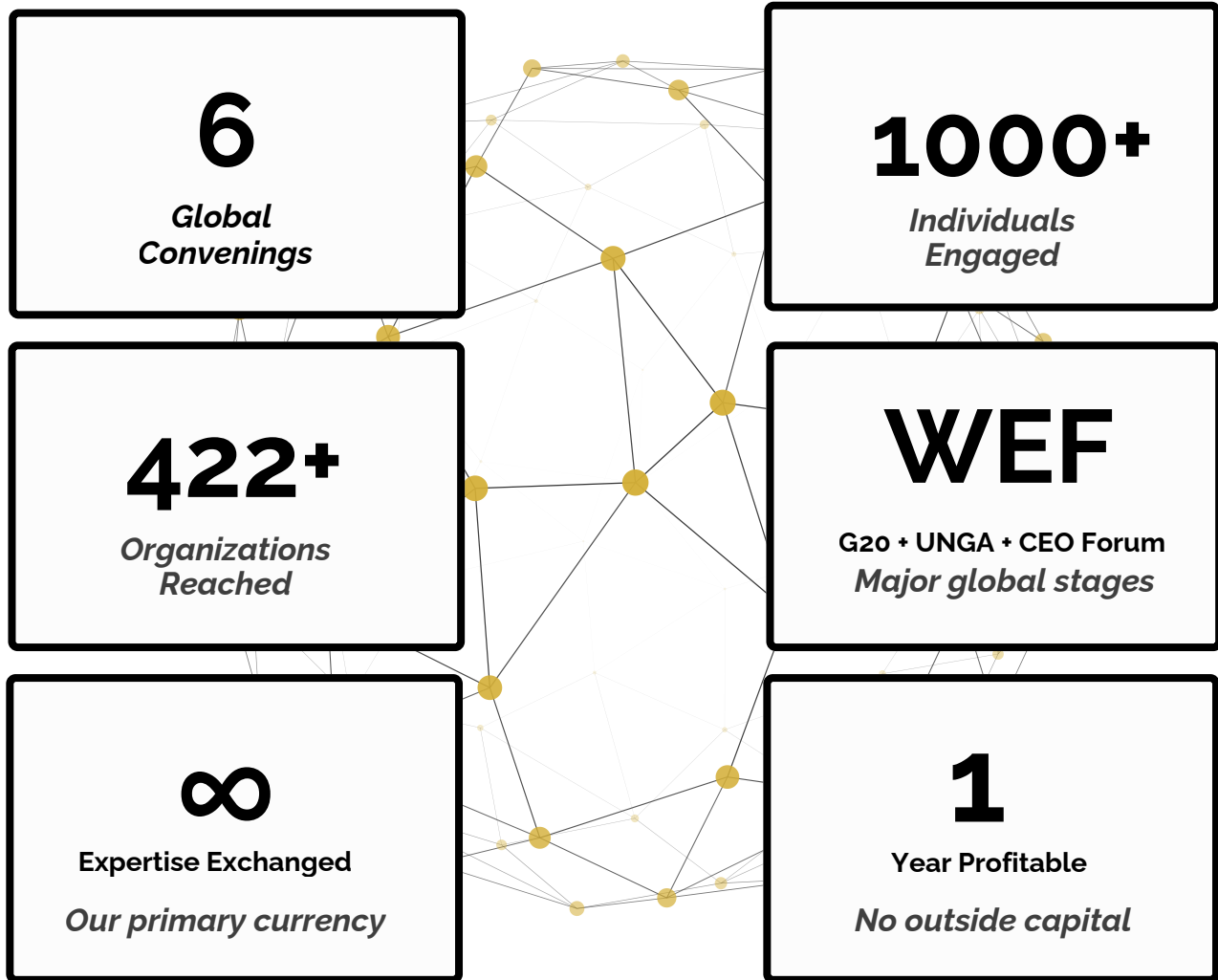
**Lethabo Sithole**  
Managing Director, Amila Africa  
South Africa



**Monalisa Mofe**  
Founder, Creative Collectors Circle  
South Africa

Visit our website to find out more: [www.heritagecollectiv.com](http://www.heritagecollectiv.com)

## 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, from trust to collaboration, and in several cases, from collaboration to capital. The infrastructure is working.

## 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 & 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 network knew it was capable of. This is the story of that sequence.

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## 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 did not ask to be included. We built the alternative.*

### Key Outcomes

- Officially launched HERitage Collective as a structured social enterprise at Africa's premier CEO convening.
- Identified the core question that would anchor the year: can we co-own, not just co-appear?
- Established the platform's founding architecture: peer-operating system, structured communities, and a programming model built on working sessions rather than ceremonial panels.

**Scale & Reach**

**140+**  
Senior Leaders

**~90%**  
Africa-based

**~95%**  
Women

**Pan-African & Diaspora Representation**

**Strategic Positioning**

**37%**  
Finance & Investment

**21%**  
Development & Policy

**89%**  
Combined Capital-Policy  
Execution Sectors



*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 platform 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,

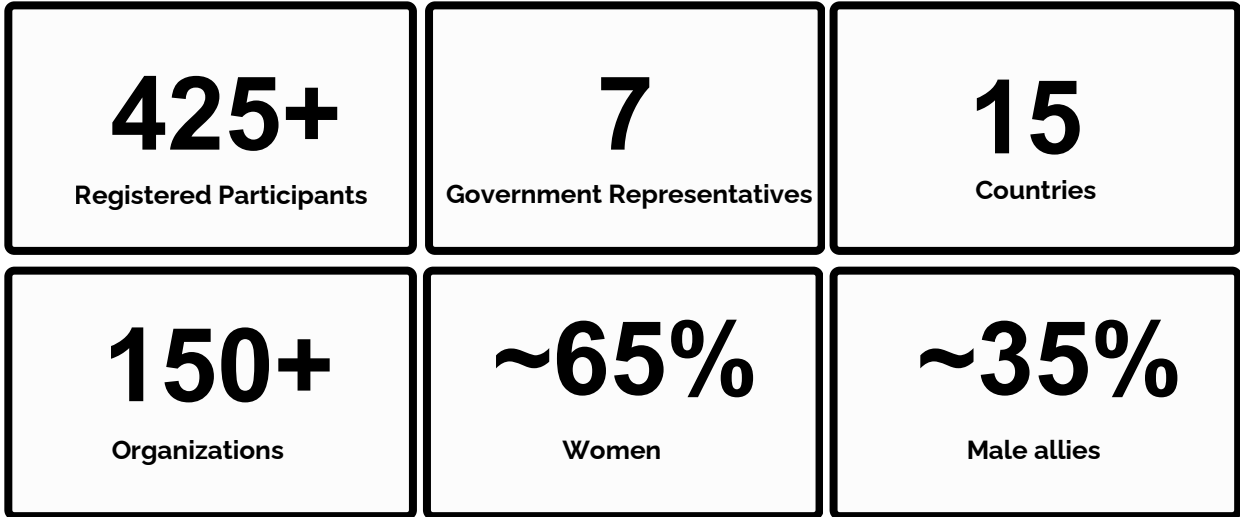
the team created its own gathering space, an intimate, high-trust environment where the conversations that could not happen in a plenary could happen in a room that HERitage owned.

The programming centred on the intersection of technology, African agency, sports, migration, infrastructure, and the creative economy. Participants included leaders from the development finance, philanthropy, policy, and leading companies in the private sector.

### 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 the platform's 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*

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## 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 G20 in South Africa was a deliberate signal: this platform 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

- Positioned HERitage at the G20 — Africa's first G20 Presidency — as a voice for senior African women in policy and capital conversations.
- Advanced the platform's development finance literacy and relationships with South African and international institutional actors.

Scale & Reach

**130+**

Registered Participants

**19**

Estimated Total Engagement

**~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**  
Registered Participants

**2**  
Policymakers Present

**3**  
Countries Represented

**60%**  
Women

**40%**  
Men

**9**  
MSME Representation



HERitage @ MMC

### 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. To have a presence there is to signal that our platform belongs in conversations about the future at the highest level.

HERitage Collective's presence within Africa House at Davos did exactly that. Positioned as part of the continent's premier gathering point during WEF week, the convening gave members access to conversations about African investment, infrastructure, trade, and technology that rarely include the voices of women-led platforms.

The Davos convening established a distinct commercial benchmark for our engagement. Participants arrived highly prepared with strategic agendas. Conversations decisively pivoted away from elementary advocacy for African women's leadership, focusing instead on deploying specific structures, financial vehicles, and high-value partnerships to actively mobilize capital. This structural shift in register from narrative advocacy to transactional execution marked a major operational milestone for the year.

At Davos, we stopped making the case for our inclusion. The market came looking for our execution. There, we secured a high-profile Davos presence within Africa House at WEF, embedding the platform into the most globally prominent convening on the African agenda.

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

### Key Outcomes

- Successfully transitioned the platform's engagement register from baseline advocacy to institutional commercial dialogue, explicitly signaling readiness for structured, tier-one partnerships.
- Shifted the platform's engagement register from advocacy to commercial dialogue, signaling readiness for institutional partnership.
- Systematically expanded the network's footprint within global capital markets and top-tier multilateral investment architectures.
- Expanded the network's reach into global capital markets and multilateral investment conversations at the highest level.

**Scale & Reach**

**200+**

Registered Participants

**30+**

Countries Represented

**13**

Africa- Based  
Countries Represented

**30+**

Organizations

**15**

Sectors Represented

**6**

Continents



*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, held during the Africa CEO Forum 2026, was that room. The agenda 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?

The answers were clear-eyed and commercially grounded. Participants named the gap between visibility and ownership directly. They discussed internal capital formation, blended finance structures, and governance architecture with the specificity of people who have stopped theorising and started building. Concrete commitments were made. Named owners were attached to each one.

The Kigali dinner marked a turning point in HERitage Collective's evolution. It 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. The question we answered in Kigali is whether we can build an institution.”*

### **Key Outcomes**

- Marked one year of activations with HERitage's most candid and consequential working session to date.
- Produced eight specific, named commitments on capital structure, governance, and collaboration across the continent and the diaspora.
- Defined the platform's next chapter with clarity: from convening community to structured ecosystem for shared ownership and capital mobilisation.



*We didn't come back to Kigali to prove anything.  
We came back to decide what's next.*

## WHAT THE YEAR TAUGHT US

# Operating Principles Tested Against Reality

These are not aspirations. They are lessons the network earned across twelve months of operation. Each one was tested against real conditions, real constraints, and real outcomes.

### **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 RECKONING

# The Work Still Ahead

Building something real means naming what is hard.

They 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.

### Defining the mission with precision

HERitage has proven it can attract a wide range of senior women — entrepreneurs, development finance professionals, ecosystem builders, creative leaders. That breadth is a strength. It is also a risk if it becomes unfocused. The work ahead is defining the mission sharply enough that the right women immediately understand what HERitage is for — and the wrong fit self-selects out. Precision is not a constraint on ambition. It is the precondition for it.

### 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 platform'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.

### Without Permission

The room HERitage builds is not one that African women are invited into by someone else's grace. It is one they have built, funded, convened, and filled with their own expertise. The advancement that happens inside it requires no external validation. This is our most radical contribution and our most durable competitive advantage.

## 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 unambiguous.

### Expertise at the Highest Level

1

#### **A high-trust senior network that has been tested.**

HERitage has built something that cannot be replicated quickly or cheaply: a network of senior African women who have demonstrated, across five cities and twelve months, that they will show up for each other. Not symbolically — operationally. With introductions, with expertise, with capital conversations, with follow-through. That kind of trust takes years to build. HERitage built it in one.

2

#### **Networks that cross the borders others can't.**

In one year, HERitage has established active relationships across multiple continents. These are not contact lists. They are trusted relationships that have been tested in rooms together — and that have survived the most demanding test any network faces: the ask for real help.

3

#### **A convening model built for depth, not volume.**

Where other platforms compete on the size of their stages, HERitage has built its reputation on the quality of what happens in the room. The working session format — structured, accountable, solutions-focused — produces outcomes that ceremonial panels never could. That is a genuine differentiator in a crowded convening landscape.

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 their real ambitions — and be met with expertise, resources, and relationships that move them forward. No gatekeepers. No permission required.

## THE WAY FORWARD

# Year Two: Building What Cannot Be Borrowed

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The first year answered the question of whether HERitage Collective could build trust and generate real outcomes at scale — with no outside support. It can. The answer is documented above.

The second year must answer a harder question: can it build institutions? Can the social capital this network has accumulated become structural capital — governance, shared ownership, capital vehicles that allow the collective to invest in itself?

That is the work. Not because outside capital isn't welcome — it is, from the right partners — but because the foundation has to be built from the inside first. Everything else gets layered on top of that.

### 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.

**Presence where it matters**

Continue showing up at the forums where Africa's economic future is being shaped — not to be seen, but to influence the architecture of what gets built.

*Our success is inevitable.  
This collective is designed to accelerate it.*

**ALIGNED PARTNERSHIP**

# Why HERitage Collective. Why Now.

HERitage Collective is at an inflection point. The trust has been built. The network is active. The institutional credibility has been established across five of the world's most significant convening stages. What the platform now needs is partners who understand that investing in African women's collective leadership is strategy.

## What aligned partnership looks like

<b>Shared vision</b>	A genuine, demonstrable commitment to African economic sovereignty and women's leadership as strategy — not as corporate social responsibility.
<b>Additive contribution</b>	Resources, expertise, or relationships that strengthen what HERitage is building — not shape what it becomes.
<b>Reciprocal value</b>	A willingness to be in relationship with this network as peers, not beneficiaries or benefactors.
<b>Long-term orientation</b>	An understanding that the most valuable outcomes from this network compound 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](mailto:info@heritagecollectiv.com) || [www.heritagecollectiv.com](http://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, capital, and institutional support necessary to build this platform.



We are deeply honored by your commitment to advancing African economic sovereignty and women's leadership. Together, we are not just convening; we are building the institutions of tomorrow.

Visit us at [www.heritagecollectiv.com](http://www.heritagecollectiv.com) to partner with us

# 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  
110+ emerging African women + male allies in attendance

HERitage House @ UNGA | September 2025

Thematic Areas: Governance, Finance, Infrastructure & Tech

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 House @ Africa CEO Forum | May 2026

Thematic Areas: Capital, Culture & Creative Economy

HERitage House @ UNGA | September 2026

Thematic Areas: -----

HERitage House @ World Economic Forum | January 2027

Thematic Areas: -----

## 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 platforms including HER Circle and HERitage House at UNGA.



**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	Attendance
HER Circle @ Abidjan (Launchpad)	May 11, 2025	Abidjan, Côte d'Ivoire	140+ Attendees
HERitage House @ UNGA	Sept 24-25, 2025	New York, USA	425+ Attendees
Women in Trade Soirée @ G20	Nov 17, 2025	Johannesburg, South Africa	130+ Attendees
MMC 7.0 Roundtable (Action Roundtable)	Dec 5, 2025	Lagos, Nigeria	12 Attendees
Africa House – World Economic Forum	Jan 22, 2026	Davos, Switzerland	200+ Attendees
HERitage Gathering – Africa CEO Forum	May 14, 2026	Kigali, Rwanda	100+ Attendees