AFRODAD

AFRICAN FORUM AND NETWORK
ON DEBT AND DEVELOPMENT

AFRODAD STRATEGIC PLAN
2016-2020

CONTENTS

List of Acronyms

AfDB	African Development Bank
AFRODAD	African Forum and Network on Debt and Development
ANSA	Affiliated Network for Social Accountability
AU	African Union
BRICS	Brazil, India China and South Africa
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil Society Organization
DAC	Development Assistance Committee
EAC	East African Community
ECOWAS	Economic Community of West African States
EED	Evangelischer Entwicklungsdienst
EU	European Community
EURODAD	European Network on Debt and Development
FDI	Foreign Direct Investment
FOCAC	Forum on China - Africa Cooperation
GDP	Gross Domestic Product
G8	Group of 8 Industrialized Countries
G20	Group of 20
HDI	Human Development Index
HIPC	Highly Indebted Poor Country
IFI	International Financial Institution
IMF	International Monetary Fund
KENDREN	Kenya Debt Relief Network
LDC	Least Developed Countries
MDG	Millennium Development Goals
MDRI	Multilateral Debt Relief Initiative
MEFMI-	Macroeconomic and Financial Management Institute of Eastern and Southern Africa
MEJN	Malawi Economic Justice Network
NEPAD	New Partnership for African Development
NCA	Norwegian Church Aid
ODA	Official Development Aid
OECD	Organization for Economic Cooperation and Development
PRSP	Poverty Reduction Strategy Paper
SADC	Southern Africa Development Community
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNCTAD	United Nations Conference on Trade and Development
US	United States

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We commit to ensure that the plan is implemented.

Opa Kapijimpanga	Fanwell Kenala Bokosi, PhD
Chair, Board of Trustees	**Executive Director**

1. Background

1.1. Introduction

The African Forum and Network on Debt and Development (AFRODAD) was created 20 years ago as a pan African platform and organisation for lobbying and advocating for debt cancellation and addressing other debt related issues in Africa. Today AFRODAD remains committed to contributing to the long term development of the continent through its contribution to finding sustainable solutions to Africa's challenges in debt and resources management and financial development. The organisation aims to be a premier institution on the continent through using the results of research to contribute to policy formulation and change on most efficient and sustainable use of financial and other resources; a trusted ally to pan African decision makers; a centre of knowledge for non state actors to get ideas and innovation on debt and development issues on the continent.

Over the years AFRODAD has created a niche in debt management and is instrumental in influencing government policies on debt management, economic governance and development aid management. AFRODAD has been very successful in its use of research and evidence based engagements and responsiveness as part of processes of reaching out to its stakeholders. The organisation has used strategies such advocacy, networking and capacity enhancement in it programming as it seeks to reach out to governments, academia and other interested stakeholders.

AFRODAD works with a wide range of policy makers and thought leaders in the field of economic governance. It works with NEPAD, SADC, AU, MEFMI, African Development Bank, the Economic Commission for Africa at the regional level and the UN at the global level. It also works with other civil society institutions in Africa and around the world on issues of similar concern.

The 20th anniversary of AFRODAD comes on the heels of two most important events in the history of the continent (i) The Financing for Development Conference in Addis Ababa in Ethiopia in July, 2015 and (ii) The Sustainable Development Goals Summit in New York in September 2015, and as such it provides an opportunity for AFRODAD to look back and learn from what has worked and what hasn't worked and provides an opportunity to look forward to the challenges facing Africa in the contexts of the outcomes of these two events. This strategy therefore has been developed to address the key challenges the continent will be facing in the coming years, refining and refocusing AFRODAD to increase its African footprint and strategic target group on issues of Debt Management, Domestic Resource Mobilisation and International Public Finance.

The strategy is further informed by four factors; the evolution and experiences of the organisation over time; the impact the organisation has achieved in the area of debt and development; the demands that are envisaged to come from partners in the coming years and the financial resources that are expected to carry out this work in the next five years. In order to implement this strategy AFRODAD will need to be more flexible in structure and approach so that it can deal with emerging regional contexts as well as improve its effectiveness and capacity to tackle new challenges and be ready for unforeseen future challenges.

Over the next five years, AFRODAD will be working with others to address the problems of debt and development on the continent. To achieve our vision, all our programmes will be far more ambitious about the scale of change to be achieved. AFRODAD will have to adopt different ways of working and organisation in addition to doing things differently while being cautious of the fairly volatile environment in which the organisation works as it relates to the prospects for change for the better for African citizens. It is noteworthy that the major strategic areas of the African Union (AU) 2063 Agenda are in sync with AFRODAD's efforts and focus. This includes issues to do with unsustainable debt levels, the rise and increasing privatization of debt, the widespread challenges of managing illicit financial flows (IFFs) as viable strategies for addressing domestic resource management (DRM), tax justice and heightening advocacy for aid and development effectiveness.

This Strategic Plan recognises AFRODAD's understanding of the imperative of forging and enhancing stronger linkages between programme activities, outputs, outcomes and longer-term goals for policy adjustments that will positively add to improving growth and development outcomes for Africa. AFRODAD position on major debates, socio-political positions and developments in the world economy continues to be led by rights based approaches and values, and an unwavering commitment to Pan-African ideals. It remains affiliated to global Civil Society Networks (EURODAD, Jubilee South, etc) which continue to be voices of, among other issues, advocacy for the bridging of inequalities, the improvement of development outcomes.

1.2. Rationale and Process for the Development of the Strategic Plan

The need for a new strategy rose due to the expiry of the 2012-2015 Strategy which was guiding the organisation's work. The process included a strategy evaluation (SE) and institutional review (IR) exercise both of which were highly participatory, and included consultations with key stakeholders within AFRODAD (Board, Management and staff), in Government institutions, donors and development partners, and civil society organizations that are partners and/or affiliates of AFRODAD at national, regional and global levels. The process culminated into a two and half day Strategy Evaluation and Development workshop. In addition the process also benefited from information gathered and analysed from existing reports like the Mid Term Strategic Review Report and documents developed by AFRODAD and other stakeholders working during the period 2012-2015.

AFRODAD has therefore undertaken a process of reflection and selectivity to craft a set of strategic clusters to prioritise during the period 2016-2020. The process of crafting the new AFRODAD for the new strategic plan was based on answers to three key questions namely; What? Where? and Whom?. This then led AFRODAD to prioritise in terms of what themes to engage in and their link to the strategic drivers of transformational change on the continent, whom should AFRODAD work with and where should it focus its interventions in order to extend its African footprint. This type of reflection also forced AFRODAD to think about how it aims to deliver its objectives in these clusters and how it should be structured to deliver this strategic plan.

2. Contextual and Situation Analysis

2.1 Economic Situation of Africa

Generally, the African medium-term growth prospects remain plausible, and continue to impress. Average growth rose to about 5% in 2014 and was projected to be between 5%-6% in 2015, which is nigh the levels last experienced before the 2008/2009 global recession. This growth rate is on the back of the strengthening of the world economy and economic demands for goods and services and also on socio-political stability in those African countries which have had internal strife.

Be that as it may, Africa still hosts most of the poorest countries in the world. The reported rising foreign direct investments (FDI) have not transformed into any worthwhile positive adjustments in the Human Development Index (HDI) scores, even for those of Africa's most resource-endowed countries. Africa continues to be burdened and saddened by abject poverty, extremities in inequality and a lethargic or near stagnant pace in good political and economic governance. In 2014, critical steps forward for Africa included major indicators such as the continent's broadly accepted position on the Global Partnership, and the Financing for Development Conference that took place in Addis Ababa in July of 2015.

African economies and the global economy in general are finally transitioning from the Great Recession to a period of more stable growth, but there are still pockets of weakness, as well as new risks. Between 2016 and 2020, AFRODAD anticipates a return to annual global growth of about 2 to 4 percent. Sub-Saharan Africa during this period is expected to become more of an engine for the global economy, as it not only grows larger but also becomes more globalised. Sub Saharan economy is estimated to grow an average of between 4-5% during 2016-2020[1].

Economic opportunities in sub Saharan Africa are expected to grow during this period spurred by investments mainly from the east in retail, natural resources, and manufacturing. Natural resources are expected to play a critical role in the development of the continent. However subdued commodity prices especially of natural resources is a major concern between 2016 and 2017 as oil and copper prices are expected to be very low. Sub-Saharan Africa has 63.2 billion barrels of proven crude oil reserves, 6.3 trillion cubic feet of proven natural gas reserves and 32 percent of the world's bauxite.

Despite all of these opportunities, Sub-Saharan Africa will still grapple with a number of developmental challenges that could hinder its progress. First and foremost East and West African economies are still trying to recover from the massive effects of the Ebola outbreak which put a virtual standstill to these economies. Although the pandemic has been contained countries still remain on high alert. Poverty still remains a major cause for concern. Although Living standards have improved in recent years an estimated 47.5% percent of the region's population still lives on less than 1USD per day[2]. This coupled with high levels of unemployment in the region remains an obstacle to sustained development in the region.

In 2015 Africa faced massive power problems which are estimated to increase in 2016-2017 hence African governments need to invest heavily in new infrastructure in order to provide adequate electricity, to the region which may affect the growing manufacturing sector.

2.2 Debt Situation in Africa

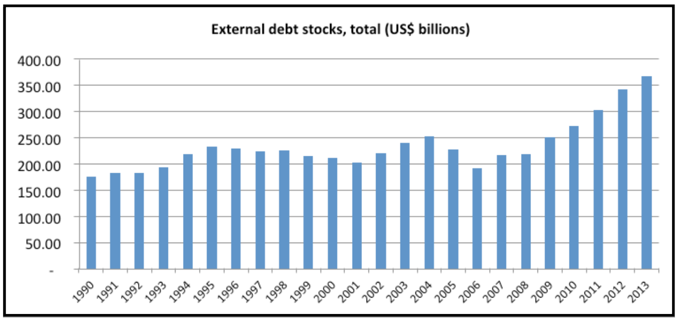
AFRODAD takes the view that sovereign debt is one of the most important instruments for financing development. However, when debt is contracted for purposes unrelated to productive investment or misused, it creates developmental problems for the borrowing country. In addition, any severe shock that affects the macroeconomic variables of a country negatively is a catalyst to debt crises. A debt crisis often means that the country's claims on the debtor exceed its capacity to generate the required resources to service its debts. In addition any servicing of debt is a net transfer of resources out of the country which then reduces spending on essential services and compromises growth, leading to a vicious cycle since this compromise again the country's ability to make payments when they fall due.

The issue of sovereign debt has been a continuous issue on the continent. Concern with the high levels of debt and pressure from civil society, academics and African governments the World Bank and the International Monetary Fund (IMF) launched the Debt Initiative for Heavily Indebted Poor Countries (HIPC) Initiative and the Multilateral Debt Relief Initiative (MDRI), which created a framework for all creditors, including multilateral creditors, to provide debt

1 http://www.worldbank.org/content/dam/Worldbank/GEP/GEP2015b/Global-Economic-Prospects-June-2015-Sub-Saharan-Africa-analysis.pdf

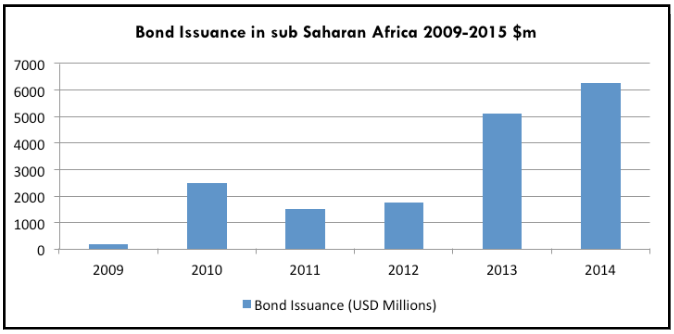
2 http://www.bbc.com/news/magazine-17312819

relief to the world's poorest and most heavily indebted countries, most of which were sub-Saharan African countries.



These two initiatives substantially reduced the debt burden of African countries. However, during the past several years, sub-Saharan African countries have increasingly turned to the international sovereign debt market for their capital needs. AFRODAD is concerned that overall debt levels[3] of the Post HIPC counties are fast approaching the HIPC levels and that there is now a new trend of increasing use of sovereign bonds by African countries.

The relative share of external debt owed by public and private debtors has an important bearing on debt sustainability. The evidence of the excitement with international sovereign debt markets is evident in the statistics. In 2008 the stock of sub-Saharan African governments bonds on the international markets was less than $1 billion. This has increased to over $18 billion in 2014. One of the major reasons for this increase is that bond markets are seen as an alternative to the bilateral and multi lateral creditors whose debts while concessional come with macroeconomic conditions. However, there is need to ensure that the resources raised from these bond issuances to be used for productive investments rather than refinancing old debt or for service delivery as is the case in some countries like Zambia and Rwanda.



Despite some of the advantages of sovereign debt, its recent history in Africa has not been entirely positive. The experiences of a number of countries have highlighted the risks associated with sovereign debt. Thus apart from challenges related to management of external debt, there are challenges of domestic loan contraction and management that call for further attention.

AFRODAD from 1996 has been advocating for a more transparent, fair and efficient debt work out mechanism through it seminal proposed framework on Fair and Transparent Arbitration Process (FTAP). This work progressed over the years culminating into the adoption of the United Nations General Resolution "Towards the establishment of a multilateral legal framework for sovereign debt restructuring processes" in September 2014. Since then the United Nations General Assembly has adopted a resolution on principles to guide sovereign debt restructuring September 2015. This resolution has declared that sovereign debt restructuring processes should be guided by nine basic principles of sovereignty, good faith, transparency, impartiality, equitable treatment, sovereign immunity, legitimacy, sustainability and majority restructuring.

The votes reflect the geo-political pattern in the UN where developing countries vote in favour of measures to increase the stability and fairness of the international financial system, while the most powerful developed countries often block such measures, arguing that such discussions must only take place within international financial institutions and not the UN. This lack of consensus on the establishment of a legally binding mechanism shows that work still needs to be done in this area.

2.3 Domestic Resource Mobilisation for Development

There is no dispute to the fact that Africa has an abundance of resources which should be a huge potential for harnessing the much needed financial resources for the development of the continent. If managed properly these resources could make a sufficient and significant contribution to solving Africa's developmental problems. However the efforts to finance development in the past have relied on official development assistance (ODA). This source of financing development has been insufficient and is not be the route to Africa's transformation. Therefore, the continent must break with the past and look within. It must rely on its own domestic financial resources for sustainable solutions to its development finance needs/challenges. It is therefore imperative for Africa to shift its narrative on sources of development finance and include domestically mobilized resources as an important part of the new narrative for development finance that leads to transformational development. In addition, domestic revenues are reliable and they also facilitate a virtuous cycle of transparency, accountability and efficiency which can only strengthen democratic engagements and institutions.

3 Total external debt is debt owed to nonresidents repayable in currency, goods, or services. Total external debt is the sum of public, publicly guaranteed, and private nonguaranteed long-term debt, use of IMF credit, and short-term debt. Short-term debt includes all debt having an original maturity of one year or less and interest in arrears on long-term debt. Data are in current U.S. dollars.

These domestic resources will come from various sources that include economic growth, domestic savings, tax revenue through improved tax administration, capital markets, curtailing of illicit financial flows, and overall good economic governance.

Economic growth creates wealth for individuals from which internal revenues could be mobilized. Despite the global financial crisis of 2008, Africa's economy has been resilient and continues to grow. As measured by Gross Domestic Product (GDP), over the period 2001-2011[4], six African countries were among the top ten fastest growing economies in the world. The prospects for growth on the continent are still favourable with the International Monetary Fund forecasting that seven African countries will be in the top fastest growing economies during the period from 2011 to 2015.[5] Caution is needed however since these aggregate figures mask the disparities among countries. There are a number of African countries with structural problems that will need to be addressed in order for them to achieve the necessary level of economic growth that will transform their economies.

The performance on domestic savings is not as good as the economic resilience described in the preceding section. Comparatively, Africa has one of the lowest domestic savings in the world. An analysis of the domestic savings between 2005 and 2010 indicates that the average domestic savings to GDP ratio hovers around 22 per cent compared to 46 per cent in East Asia and the Pacific, and 30 per cent for middle-income countries. This calls for African countries to craft policies that will promote savings mobilisation which could contribute to the domestic resources basket of finance for development.

Strengthening domestic tax systems is not just a question of raising revenue, it should include more. In fact Africa raises on average more tax as a proportion of GDP than other regions. Figures for the period 2005-2010, show an average tax to GDP ratio of 20 per cent for Africa, 15 per cent in high-income countries, 13 per cent in middle-income countries and 11 per cent for East Asia and the Pacific. Although tax revenue as a percentage of GDP is relatively high, the low absolute levels of government revenue[6] are due to the low levels of GDP relative to the developing regions used in the comparison.

These figures mean that in order to increase tax revenue for the future the focus should be on tax systems that promotes inclusiveness, encourages good governance and promotes job creation. The potential for increased tax revenue will therefore not be anchored on increasing the tax rate but expanding the tax base, improving tax administration, tapping relatively underutilized sources of taxation and curbing tax evasion and avoidance by Multinational Corporations and big businesses and reviewing certain fiscal incentives and exemptions. Policies and practices should be geared towards reducing the wide gap between tax capacity and actual tax revenues raised.

The push for domestic resource mobilization will be meaningless if, its potential in funding development is undermined by illicit financial flows (IFFs) out of the continent. These IFFs have been increasing over the years and constitute a massive amount of resources that could have been utilized for the development of Africa. It is estimated that between 2000 and 2008 the annual average of IFFs has increased to $50 billion a huge increase when compared to the period 1970 to 1999 when the annual average was $9 billion. In fact it is estimated that Africa lost a total of $854 billion due to IFFs from 1970-2008. The worrying trend is that the majority of these flows have come from the extractive industries which were purported as the new engine to propel transformational development for African citizens. If curtailed, such flows are the financial resources that will be available for the implementation of a transformational African development agenda.

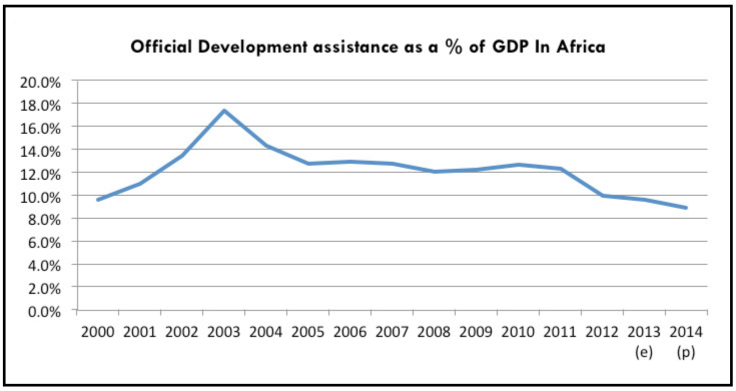
2.4 International Public Finance for Africa's Development

The Millennium Development Goals (MDGs) agreed in 2000 placed a huge emphasis on ODA as the most significant funding mechanism for the realisation of those goals. Overtime however, other sources of funding development have emerged. While in the foreseeable future ODA will continue to play a role in development financing, its impact and effectiveness will the depend on adherence to agreed develop¬ment cooperation effectiveness principles of transparency and shared responsibility, partnerships for development, focus on results and ownership of development priorities by developing counties.

4 These economies include Angola (11.1 per cent), Nigeria (8.9 per cent), Ethiopia (8.4 per cent), Chad (7.9 per cent), Mozambique (7.9 per cent) and Rwanda (7.6 per cent)

5 Ethiopia (8.1 per cent), Mozambique (7.7 per cent), Tanzania (7.2 per cent), Republic of Congo (7.0 per cent), Ghana (7.0 per cent), Zambia (6.9 per cent) and Nigeria (6.8 per cent)

6 Africa's total tax revenue reached $527.3 billion in 2012 (AfDB, ECA, OECD & UNDP (2012) and AfDB, OECD & UNDP (2014))



Over the years the total ODA as a percentage of GDP for Africa has been on the decline since its peak of 17 per cent in 2003. A further analysis of the most recent years reveals a similar trend. Bilateral ODA to sub-Saharan Africa was USD 25 billion in 2014, a decrease of 5 per cent in real terms from 2013. Excluding debt relief, the decrease was nearly 2 per cent. Bilateral aid to the African continent as a whole also fell by 5 per cent to USD 28 billion; excluding debt it fell by 2 per cent.

During the previous AFRODAD strategic plan 2012 - 2015, there has been a growing influence of the non traditional donors and other forms of development cooperation. In fact during the last decade South-South development assistance increased to account for around 10 per cent, or higher of total development cooperation. Estimates for 2015 indicate that the middle income economies of the South have become outstanding sources of South-South development assistance accounting for between $12 billion and $16 billion in development assistance.

The need for development financing has led to a phenomenon of blended finance[7] as an innovative way to plug the financing gap for development. The idea is to use blended finance to leverage private capital. While this idea sounds great, AFRODAD has noted that discussions appear to desist from asking the most crucial questions, "by whom, how and for what purposes?" There is need for African decision makers to explore further how these processes would work in practice, taking into account the possible pitfalls alongside their advantages. So far there is no reliable evidence to show that blending mechanisms meet development objectives and the added value of the grant element is very questionable. In the few historical cases where blended finance has been used, there has been a complete lack of transparency and accountability.

This idea of leveraging public resources for long-term financing has been linked specifically to public-private partnerships (PPPs). In fact the use of PPPs has increased sharply in developing countries over recent decades, and is being strongly promoted in the post-2015 context. Research out by AFRODAD in 2015 found that investments in PPPs increased by a factor of six, from US$ 22.7 billion to US$ 134.2 billion from 2004 to 2012. In addition, the research found out the following: PPPs are, in most cases, the most expensive method of financing, significantly increasing the cost to the public purse; PPPs are typically very complex to negotiate and implement and all too often entail higher construction and transaction costs than public works; PPPs are all too often a risky way of financing for public institutions.

The evidence of impact of PPPs on efficiency is very limited and weak; PPPs face important challenges when it comes to reducing poverty and inequality, while avoiding negative impacts on the environment; Implementing PPPs poses important capacity constraints to the public sector, particularly in developing countries; PPPs suffer from low transparency and limited public scrutiny, which undermines democratic accountability. Promoting PPPs in a non-critical way is a mistake and it is important for African governments and financial institutions should focus on developing the right tools at country level to identify whether and under what circumstances do PPPs work.

AFRODAD advocates for finding new and alternative sources of finance; however, any new source should be critically analyzed so that it does not end up undermining the very development it is meant to achieve. In addition it is important that whatever form of international public finance, it should follow the principles set out in the Busan Partnership agreement, The Addis Ababa Agenda for Action and the United Nations Sustainable Development Goals (SDGs) framework.

Achievement of the SDGs will require international public finance to catalyse country level development and AFRODAD will work with others to ensure that the development effectiveness principles are implemented and adhered to by both donors and developing countries.

7 'Blending' is a mechanism that links a grant element, provided by official development assistance (ODA), with loans from publicly owned institutions or commercial lenders.

3. Organisational Performance Analysis

As AFRODAD completed its strategic plan period of 2012-2015, there are key achievements that have been registered and have to be taken into consideration. It is also important to note that the 2016-2020 Strategic Plan has been informed by a midterm review as well as an end of strategic plan review, both of which identifies the strengths and weaknesses of AFRODAD, and the external factors that can be opportunities as well as threats for the successful implementation of this Strategic Plan. As a learning organization AFRODAD has adopted some of the lessons learnt and incorporated some of the recommendations of the reviews.

3.1 Key Achievements of AFRODAD

The conclusion from the review of the 2012-2015 Strategic Plan concluded that:

"AFRODAD has made significant progress in implementing the strategic plan. All the programmes have been relevant and respond to the challenges of the continent. Programme delivery has been efficient. AFRODAD met its targets in terms of annual plans and out puts. It has successfully steered the organisation from a network of partners to a research hub working with organisations at local and international level. It has successfully created internal capacity to do research. In addition it has also supported the capacity building of partners to increase their understanding on new issues of economic governance."

Major achievements include recognition by NEPAD and African Union Commission as well as the Pan African Parliament as a leading organisation in the region on debt and development issues. AFRODAD however faced a number of challenges in implementing its programme. A key challenge has been the over emphasis on achieving outputs without paying attention to advocacy outcomes which lead to the changes which the strategic plan seek to achieve. This has limited the effectiveness and impact of its work.

With regards to institutional development AFRODAD has sound policies and systems to ensure transparency and efficiency in implementation of the plan. AFRODAD succeeded in raising resources in almost all portfolios to implement its programmes. It has also attracted new donors to support its programmes.

During the implementation of the 2012-2015 Strategic Plan, the following have been the key achievements:

3.1.1 Relevance

The programme and its interventions make economic sense in the current context and socio-economic and political environment. It is relevant because the results, purpose and overall objectives of the programme are in line with the needs and aspirations of partners and beneficiaries, and with the socio-political and policy environment. Also in the context of Agenda 2063 and issues around the African Renaissance, AFRODAD's work is very crucial in the African socio-economic landscape.

3.1.2 Effectiveness

Programme purpose was largely achieved as a result of AFRODAD programming across the thematic areas. Programme successes further supported the programme's purpose. The programme's effectiveness was noted particularly in the way the organisation's work has been noted by a wide range of stakeholders. This includes works on research and publications that are a positive indicator of some the work that AFRODAD has been carrying out. Evaluating the effectiveness of AFRODAD's work requires a close look at the Logframe in terms of the extent to which the programme outputs and outcomes have been achieved. In the 2012 – 2015 strategy cycle, many of the planned activities were achieved although staffing issues and financial constraints became debilitating factors.

3.1.3 Efficiency

Programme efficiency was sound because the results were achieved in a cost-effective manner. This is particularly so because programme activities were carried out according the planned budgets and costs.

3.1.4 Sustainability

The extent to which the benefits produced by the programme between 2012 -2015 may continue after the external assistance has come to an end because the impact of the various interventions has been and adopted felt by, not only influential continental bodies such as the AU but also by various national governments.

3.1.5 Impact

The work that AFRODAD has been doing has contributed towards the achievement of the overall objective(s) as a consequence of the achievement of the programme purpose. Some of the major impacts have been the increased levels of engagement of AFRODAD with continental and regional bodies such as the AU, NEPAD and SADC. This is a reflection of the impact that programming (not just in the 2012 – 2015 Strategic period), has had on critical African political and economic leaders and thinkers.

3.2 Challenges and Constraints

Despite the achievements and successes that AFRODAD has registered in the period 2012-2015, the organization faced several challenges and constraints as follows:

3.2.1 High Staff Turnover

AFRODAD experienced a high staff turnover. This affected the institutional memory, continuity of the programme and institutional interventions and the confidence of donors and development partners. A contributing factor was the limitations posed by the environment in which the Secretariat is located. In 2015 alone three senior AFRODAD staff were denied work permits and they had to leave the employment of the organisation.

3.2.2 Governance and Institutional Leadership

The assessment of the Board and governance system of AFRODAD noted that there was need to translate the organisation's value system into organisational systems and processes. Critical key actions/interventions included the need to align Board Manual with the Strategic Plan, especially in: (i) Recruitment of new Board members (ii) Geographical spread (iii) Gender balance.

3.2.3 Monitoring and Evaluation

Although AFRODAD has a very good Monitoring and Evaluation framework, it was noted that it is not being fully utilized. The results framework is well crafted, with very clear performance outcomes, indicators and targets, yet there is no evidence of its use in tracking progress, except when the Programme Review was carried out.

3.2.4 Pan African Footprint

It is difficult for AFRODAD to work in Francophone countries if its staff establishment is not French speaking. This has led to a concentration of AFRODAD work in the Anglophone countries of Africa mostly in Southern and Eastern Africa.

3.3 AFRODAD's Comparative Advantage

AFRODAD's comparative advantage lies in the following attributes:

1. AFRODAD has successfully created a niche in Debt and Development work both in Africa and at global level.
2. AFRODAD is a pan African institution with a continental and global reach in its programme work.
3. AFRODAD has developed and sustained credibility as a dependable resource centre for a wide range of stakeholders, including governments and the academia especially on debt, development aid and economic governance issues.
4. AFRODAD commands respect at the global, continental and local levels speaking on African home grown policy solutions.

3.4 AFRODAD Vision, Mission Statement and Values AFRODAD shall be guided by the following strategic statements in its 2016-2020 Strategic Plan

3.4.1 Vision

A prosperous Africa based on an equitable and sustainable development.

3.4.2 Mission Statement

To contribute to Africa's inclusive economic growth and sustainable development through influencing policy change on debt management and development finance anchored on a right based approach.

3.4.3 AFRODAD Values

In order to contribute towards the attainment of the vision and mission statement, AFRODAD shall uphold the following values[8]:

1. **Accountability and Transparency:** AFRODAD shall be transparent and accountable in its operations and work, and in the ways of obtaining and use of resources.
2. **Diligence:** AFRODAD shall be guided by industriousness and hard work in its conduct, and shall persevere in its pursuit of a prosperous Africa.
3. **Gender Sensitivity:** AFRODAD shall provide equal opportunities to both male and female, and where necessary shall take deliberate steps to promote the interest of women in order to realize an equal socio-economic status with men in society.
4. **Impartiality:** AFRODAD shall conduct its work with objectivity, neutrality, impartiality, fairness and factual accuracy, detachment from personal views, and in a balanced manner without bias.
5. **Integrity:** AFRODAD shall conduct itself with sincerity, honesty, truthfulness and completeness, and act in ways that shall ensure trustworthiness and reliability.
6. **Professionalism:** AFRODAD shall set and enforce standards in the work it undertakes, and shall be guided by the will to serve the people of Africa.
7. **Solidarity:** AFRODAD shall work in partnership with others to promote an Africa that is free from poverty and where development gains are shared equitably among all.

8 The values have been presented in alphabetical order since they are all equally important

4. Strategic Framework: Objectives, Outcomes and Major Activities of the Strategic Plan

4.1 Overall Goal of the Strategic Plan

The overall goal of the Strategic Plan is as follows:

'To influence African Governments to institute and implement policies and practices for sustainable development and eradication of poverty'

4.2 Strategic Objectives

To attain the overall goal of the Strategic Plan, this plan will aim to achieve the following strategic objectives based on thematic areas:

Thematic Focus Area 1
Domestic Resource Mobilisation

Thematic Goal:

To contribute to the development and implementation of transparent, accountable and efficient mechanisms for mobilization and utilization of domestic resources in Africa.

Mobilising domestic resources as a means to financing development has become an important development issue. In the past the emphasis on financing development focused on scaling aid and external borrowing. Dwindling Official Development Assistance (ODA), unsustainable debt levels and declining foreign direct investment (FDI) has changed the mechanism for financing development globally. For a long time mobilising domestic revenue has been neglected, despite being a better long-term option. The reasons for this included the inherent pessimism about raising revenue, a prevalent 'small-state' ideology and a preference for foreign aid-led solutions. The Addis Ababa Action Agenda (AAAA, which succeeded the Monterrey Consensus and Doha Declaration has therefore placed domestic resource mobilisation at the centre of financing the Sustainable Development Goals. Such domestic financial resources should be supplemented by international assistance, debt among other external sources of financing development. This will enable citizens to prioritise expenditure and have ownership of Africa's development trajectory. Under this strategic period, AFRODAD will contribute towards enhancing revenue administration through modernized, progressive tax systems, improved tax policy and more efficient tax collection, improve the fairness, transparency, efficiency and effectiveness of the tax systems in Africa, including by broadening the tax base.

Over reliance on the extractive industry particularly, minerals, oil and gas has compromised the potential of most resource rich countries in Africa from mobilising resources from the sector. This has been exacerbated by lack of transparency and accountability mechanisms along the value chain, exportation of raw materials without any form of beneficiation and failure to diversify to the rest of the economy. Malpractices by multinational corporations affect this sector more than any other sector due to the complexity of the sector, primarily, the fact that the sector requires high sunk costs, the resources are non renewable and the sector is riddled with a complex structure/web of companies with host/parent companies based in tax havens. Unfair double taxation agreements which are a mirror reflection of the global tax structure require immediate attention. Africa has never been sufficiently represented in the design of the global tax structure which is dominated by the OECD. Despite our failure to secure an intergovernmental tax body at the Financing for Development Negotiations, AFRODAD will continue to monitor the global tax system to ensure international cooperation on tax matters to reduce illicit financial flows from the continent, reduce the race to the bottom facilitated through tax competition in order to secure FDI by granting generous tax incentives and exemptions to foreign investors in the extractives sector.

Efforts to curtail illicit financial flows from the continent has been commended by the world leaders following the adoption of the Mbeki report and its recommendations at the 24th ordinary Session of the Assembly of the African Union Heads of State and Government in January 2015. Monitoring the implementation of the High Level Panel report recommendations through follow up mechanisms at national and regional level will occupy the bulk of the strategic period in pursuit of the commitment to "redouble efforts to substantially reduce illicit financial flows by 2030, with a view to eventually eliminating them, including by combating tax evasion and corruption through strengthened national regulation and increased international cooperation', as enunciated in the Addis Ababa Action Agenda (AAAA 2015).

Strategic Objective 1: To advocate for a fair and effective tax system for financing development in Africa.

Taxation should be viewed within the broader perspective of DRM as it is fundamental to state building and forms the foundation of the social contract between state and citizen. It is well recognized that without taxation there can be no viable state (OECD and AFDB 2010). In this context, there is growing concern that heavy reliance on resources other than broad-based domestic taxation can be a disincentive to develop institutional capacity, accountability to citizens and ultimately promoting prosperity. Governments therefore need to create conditions that are necessary to contribute to employment creation and revenue generation which are important sources of state legitimacy.

Furthermore beyond its financing role, DRM thus helps to strengthen fiscal institutions, which, often, are viewed as imperatives of state building, and key to improving accountability. In essence, more effective and transparent tax systems can contribute to broader governance reforms in Africa. Also, less dependency on external finances can promote domestic ownership of development programmes, thereby helping to improve the allocation of resources in a way that maximises social outcomes. DRM could therefore help lay a solid foundation for a 'new Africa' and one in which no-one gets left behind.

With this in mind, AFRODAD believes that fair, transparent, equitable and improved taxation systems in Africa are key to increasing/broadening/expanding the resource base for financing various development initiatives in Africa as well as contribute to solving the unfair and inefficient tax systems that penalizes the poor and favours the rich.

Strategic Objective 2: To contribute to the strengthening of extractive industries revenue management in Africa.

Africa is highly endowed with an array of natural resources capable of turning around the economic fortunes of the continent. The mobilisation and utilisation of proceeds from the sector has however not translated into meaningful and tangible benefits for the continent. Therefore while DRM is no doubt an important sustainable source of financing Africa's development agenda, concerns are still looming that the "natural resource curse" in Africa may continue to limit its effectiveness as evidenced by the experiences of some countries for example, Nigeria, Angola and Congo DR where natural resources are the dominant sources of government revenue, and yet have not been used to improve service delivery and the broader national development objectives. Instead, resource endowments have created incentives for rent seeking, promoted bad governance and political instability.

During this strategic period, AFRODAD will therefore advocate for efficient and effective use of natural resources which is key to increasing/broadening/expanding the resource base for financing Africa's development initiatives.

Strategic Objective 3: To advocate for and mobilise support for formulation and implementation of rules and regulations to tackle Illicit Financial Flows from Africa.

Africa still struggles to increase domestic resources in the face of high levels of capital flight and limited capacity to collect revenues from multinational corporations (MNCs), particularly those engaged in natural resource extraction. MNC practices are the main causes of illicit financial outflows from the continent and a major obstacle to Africa's domestic resource mobilization efforts, depriving it of crucial investable funds for addressing poverty and structural transformations. Capital flight and stolen assets from sub-Saharan Africa between 1970 and 2010 was estimated at US$ 814 billion, exceeding both Official Development Assistance (US$659billion) and Foreign Direct Investment (US$ 306 billion) over the same period. Hence the need to combat illicit financial flows from the continent and stop the outflow of capital which could otherwise be used to finance for the provision of public services such as health and education, as well as key infrastructure such as roads, railways, bridges and power plants which are all key to Africa's industrialisation and overall socio-economic growth and development.

Robust regulatory frameworks are key to curbing IFFs and increasing the resource base for financing the development initiatives and will therefore contribute to reducing IFFs from the continent by promoting the fight against IFFs at policy level nationally, regionally and internationally.

Thematic Focus Area 2
Debt Management

Thematic Goal:

To contribute to the development and implementation of sustainable debt policies and practices in Africa.

The combination of rapidly rising debt burdens vis-a vis declining export earnings due to the collapse of commodity markets and stagnating resource flows has continued to have its toll on the African economy and polity. The result of this is a negative impact on the standards of living and the constrained pace of development as the cost of debt servicing consumes significant budgetary resources that leave very little resources for infrastructure development and social delivery.

When the first ever conference held in June 1984 on Africa's external indebtness, which ended with the adoption of the Addis Ababa Declaration on Africa's External Indebtedness, Africa's external debt was about US$150 billion. Three decades later — by the end of 2011 according to the World Bank report[9] external debt for Sub Saharan Africa alone, stood at $295 trillion. The absence of a fair, transparent sovereign debt restructuring mechanism responsible borrowing therefore becomes critical for most of the countries in Africa. The debt restructuring experiences of low incomes countries, the impacts of the global financial crisis, and the Euro zone debt crisis, point to the need for the international community to improve the institutional governance mechanisms for settling debt disputes.

The 2016 -2020 strategic plan has been developed at a time when many Sub-Sahara African countries are registering phenomenal economic growth and sharp rise in new government borrowing. Despite the current positive economic outlook for Africa, traditional sources of credit are shrinking and new options with harder terms are emerging such as sovereign bonds, domestic debt, new bilateral and commercial lender. There is a growing concern that the countries likely to be hit hardest by soaring debt repayments are those that cashed in on low interest rates by issuing bonds. African economies that have been experiencing fast growth have gained access to international bond funds whose demand intensified when interest rates fell in developed economies after the 2008 financial crisis as investors sought higher-yielding investments and portfolio diversification. Maintaining debt to sustainable levels remains a challenge for most post HIPCs against huge development needs such as large infrastructure gaps, high poverty levels, and health and education indicators are below required standards. Domestic resources are far less than the financing requirements.

Against a backdrop of falling commodity prices, a slowing Chinese economy that has been taking up African commodities, and declining global demand for exports, governments need to be aware of the pitfalls of rising debt levels and come up with measures to mitigate the risk through prudent management of debt resources and transparent loan contraction processes.

Strategic Objective 1: Improved government transparency and accountability on public debt borrowing

The evidence gathered by AFRODAD over the years show increased sovereign borrowings by the majority of SSA member countries. Borrowed resources should be used to fund poverty reduction and economic growth initiatives. Persistent budget deficits, lack of adequate funds for infrastructure development and the need to develop domestic financial markets among others are some of the factors that are continuing to put pressure on African governments to borrow both externally and internally. Consequently, regardless of such initiatives as the HIPC and MDRI which helped to reduce the debt burdens of some of the highly indebted countries external debt has been on the rise.

Since the development and publication of AFRODAD Borrowing Charter (2011) - principles and guidelines on sovereign financial borrowing, successful lobby and advocacy campaigns have been embarked upon. The Charter provides principles and guidelines that should guide and inform sovereign borrowing with the aim to contribute to the improvement of current weak administrative, institutional and legal processes for loan contraction and public debt management. AFRODAD will continue to lobby borrowing countries especially those in Sub Saharan Africa to adapt the principles and guidelines, so as to ensure efficient and effective use of debt resources prevent recurrence of the debt crisis and make governments accountable to their citizens.

Strategic Objective 2: Contribute to the establishment of a fair and transparent international sovereign debt restructuring mechanism

The absence of a satisfactory international framework to restructure the unsustainable debts of low –income countries especially many in Sub- Sahara Africa is worrying at a time many of these countries are registering a rise in new government borrowing. There have been a total of 317 sovereign debt restructurings in Africa since the early 1980s far more than in any other continent or region yet African perspectives have so far not featured prominently in the ongoing sovereign debt debates globally.

9 International Debt Statistics 2013, World Bank data

With this in mind, AFRODAD believes that an internationally sanctioned arbitration mechanism offers an alternative approach that addresses or eliminates the power imbalance between Governments and Creditors. Currently there is no platform/mechanism in the world that has jurisdiction over cases of debt disputes between sovereign states and private lenders, except Civil Courts and national jurisdictions.

It was a historic occasion when the UN General Assembly voted on 9th of September 2014, in favour of the resolution "Towards the establishment of a multilateral legal framework for sovereign debt restructuring processes"(A/68/L.57/Rev.2). AFRODAD together with key global civil society networks are convinced that the UN General Assembly process to create a multilateral legal framework is a historic chance for developing countries to change "the rules of the game".

The UN General Assembly adopted a "non-binding" set of principles of a voluntary nature (sovereign's right to restructure; equitable Treatment, sovereign immunity; majority restructurings). We seem to be pretty far from an international legal framework, given the politics in the UN. But this is a huge outcome and one in the right direction. AFRODAD will continue to monitor and participate in all UN and other global processes leading to the creation of a binding legal framework for debt restructuring.

Strategic Objective 3: To strengthen inclusive, transparent and accountable public debt borrowing and loan contraction processes

From the previous researches done by AFRODAD, it was discovered that in many African countries, loan contraction and debt management is the sole responsibility of the Minister/Ministry of Finance without any clear indication of the need for Parliament approval to be sought before any loan is acquired. In the cases where the legal frameworks are clear on the need for parliament approval to be sought first, there is a common concern by the parliamentarians on the late submissions of the respective loan documents resulting in them having insufficient time to thoroughly review the documentation. In some instances there is insufficient background documentation and sometimes key information will be missing which limit the Legislature's critical analysis of the submitted documents. In this view, the case of rubber stamping of loan documents is still prevalent. There is also further concern on the lack of effective monitoring and evaluation on the performance of loan funded projects, largely characterized by slow implementation and lack of project reporting by the implementing agencies. Lack of reference to the civil society's role in the over-arching legal and institutional frameworks and guidelines for debt management is also common in most countries' frameworks

In light of this AFRODAD's continues to work on loan contraction processes and monitor how they are procured by government. It analyses the legal and institutional framework involved in the loan contraction process and the role of different stakeholders at a national level and which should be seen to be transparent, accountable, participatory and inclusive.

Strategic Objective 4: To influence the effective management of public domestic debt resources by African governments

From the domestic debt management studies carried out in the previous phase, it is evident that domestic debt borrowing is continuing on an upward trend both as a percentage of total public debt and also as a percentage of GDP. Even in countries where domestic debt is less dominant than external debt, domestic debt servicing is accounting for a larger proportion of both government revenue and government expenditure. In addition, unlike external debt, there are currently no internationally agreed thresholds for assessing domestic debt sustainability, which implies a gap that has to be addressed respectively.

AFRODAD will continue to influence African Governments to formulate and/or revise debt management policies that will allow effective management of public domestic debt. AFRODAD will also advocate for governments to devise policies and frameworks that enhance the development of financial markets.

Thematic Focus Area 3
International Public Finance

Thematic Goal:

To influence the quality, impact and effectiveness of international public finance, in line with the agreed development cooperation effectiveness principles

After the adoption of the Sustainable Development Goals by Heads of Governments in New York in September, 2015, the challenge to finance these new goals emerged as a central question. From the discussions and consultations on international development, a new development financing landscape has emerged and pointed to new opportunities to leverage more resources in support of sustainable development. In July 2015, Addis Ababa hosted the 3rd UN conference on financing for sustainable development which assessed progress made on financing the 'old' MDG agenda as well as looking at how the international community can best support the new post-2015 sustainable development agenda. It was underscored that all sources of finance will need to be mobilized – and used more effectively – in support of sustainable development. These include domestic and external, public and private sources of finance. The discussions recognized the recent expansions in international private finance and recommended that more efforts be needed to orient a larger proportion of these flows towards internationally agreed sustainable development objectives. However ODA continues to play a critical role for the poor countries as other forms of public finance and private for-profit financing will be difficult – and even impossible to support such countries. It was agreed therefore that all sources of finance be seen as complements, not substitutes. The international community is called upon to find ways and ensure that different forms of finance work together more coherently.

Since IPF has many specific characteristics which differentiate it from other forms of finance, allocation mechanisms need to be put in place and make IPF more efficient, accountable and representative. AFRODAD during the strategic period will examine the special characteristics of IPF and why it is important towards the development agenda.

Strategic Objective 1: Development Effectiveness: To influence African governments and development partners to implement development effectiveness principles and practices

The development landscape has shifted remarkably ever since the MDGs were agreed in 2000. The landscape has seen the shift from a framework in which ODA was the solely agreed methodology to fund development to a framework in which multiple providers of finances have emerged. However ODA will continue to be a viable source of development cooperation. The quality, impact and effectiveness of development cooperation including adherence to agreed develop¬ment cooperation effectiveness principles of transparency and shared responsibility, partnerships for development, focus on results and ownership of development priorities by developing counties has improved. The post-2015 development framework will thus require adequate finance and the success of sustainable development goals will require good polices and credible institutions to increase the impact of resources taking advantage of additional finances both from domestic and foreign investments from both public and private sources. There is growing consensus that development finance should follow the principles set out in the Busan Partnership agreement, The Addis Ababa Agenda for Action and the United Nations Sustainable development goals framework. The post 2015 agenda will require international public finance to catalyse country level development and AFRODAD will work towards ensuring that the development effectiveness principles are implemented and adhered to by both donors and developing countries.

Strategic Objective 2: Emerging lenders: To enhance the capacity of governments to understand and engage on implications of public finance from emerging sources, and monitor its development on poverty reduction

A diverse group of provider's have gaining prominence in the aid landscape that has been dominated by DAC donor agencies, which are non DAC sovereign providers (BRICS and other emerging economies), private households abroad, private philanthropy, private export credit institutions and multilateral agencies. However the proliferation of multiple providers of international public brings in its merits and demerits. How governments will react to this reality requires concrete efforts to effectively manage these resources and ensure that there are sustainable frameworks in place. However this cooperation between Africa and the BRICS has been characterised by weak information systems and limited evaluation practices. This partnership often expressed as South-south cooperation needs to be monitored and evaluated so as to assess its overall impact on improving the welfare and ameliorating poverty in the developing countries in Africa.

AFRODAD's contribution should result in flagging out challenges as well as the key strengths of this partnership to African governments in particular on the nature, principles, practices, approach and effectiveness of these diverse funders in development cooperation.

Strategic Objective 3: To build capacity to understand the implications and develop frameworks of Publicly Supported Private Finance and Public Private Partnerships that contributes to sustainable development

Achieving development goals will require the mobilization of resources from private sources. Publicly Supported Private Finance (PSPF) investments are reportedly combining Official Development Assistance (ODA) with commercial loans to make them concessional. It is undeniable that private finance and business activities are no doubt playing a prominent role in development but little is known about their impact on sustainable development. AFRODAD seeks to develop an understanding of the Publicly Supported Private Financing (PSPF) in order to develop a framework that influences the outcomes of the mechanism and mobilise African civil society organisations and policy makers to engage and understand the impact of this approach. Given the crucial role, there is therefore need for greater accountability and impact assessments because without adequate regulation, private finance can lead to increased inequality, adverse impact on the environment and violation of human rights especially for the vulnerable and poor populations such as women, youths, and children among others.

In this period AFRODAD shall focus on developing an understanding of the publicly supported private financing in order to develop a framework that influences the outcomes of the mechanism and mobilize African civil society organizations to engage and understand the impact of this approach. It shall undertake research and collaborate with likeminded organizations in the West to develop a better network to influence publicly supported private financing.

4.3 Key Strategic Actions

The above objectives will be implemented through a combination of the following strategic actions:

i. Stakeholder Mapping and profiling
ii. Information Generation and Dissemination
iii. Awareness Raising
iv. Capacity building
v. Building and Strengthening networks and alliances for collective stakeholder actions
vi. Media engagements to put thematic issues in the public domain
vii. Building and strengthening stakeholder-policy makers platforms for effective policy making processes
viii. Developing alternative and model policies to counteract the current policy paradigm
ix. Policy Advocacy

AFRODAD Goal: To influence African Governments to institute and implement policies and practices for sustainable development and eradication of poverty

Thematic Focus Area 1:
Domestic Resource Mobilization
Thematic Goal: To contribute to the development and implementation of transparent, accountable and efficient mechanisms for mobilization and utilization of domestic resources in Africa.

Thematic Focus Area 2:
Debt Management
Thematic Goal: To contribute to the development and implementation of the sustainable debt policies and practices in Africa.

Thematic Focus Area 3:
International Public Finance
Thematic Goal: To influence the quality, impact and effectiveness of international public finance, in line with the agreed development cooperation effectiveness principles.

Strategic Objective 1: To advocate for a fair and effective tax system for financing development in Africa.

Strategic Objective 2: To contribute to the strengthening of extractive industries revenue management in Africa.

Strategic Objective 3: To advocate for and mobilise support for formulation and implementation of rules and regulations to tackle Illicit Financial Flows from Africa.

Strategic Objective 1: Improved government transparency and accountability on public debt borrowing.
Strategic Objective 2: Contribute to the establishment of a fair and transparent international sovereign debt restructuring mechanism.
Strategic Objective 3: To strengthen inclusive, transparent and accountable public debt borrowing and loan contraction processes.
Strategic Objective 4: To influence the effective management of public domestic debt resources by African governments.

Strategic Objective 1-Development Effectiveness: To influence African governments and development partners to implement development effectiveness principles and practices.
Strategic Objective 2-Emerging lenders: To enhance the capacity of governments to understand and engage on implications of public finance from emerging sources and monitor its development on poverty reduction.
Strategic Objective 3: To build capacity to understand the implications and develop frameworks of Publicly Supported Private Finance and Public Private Partnerships that contributes to sustainable development.

Annual Activities:
Research, National/Regional/International Consultations, Capacity Building, Dialogue and Lobby Meetings, Awareness raising (campaigns), Networking, Drafting model legislation and Policies, participation in regional and global platforms and important policy and advocay events.

Key Partners and Stakeholders
Continental Institutions: AU Commissions; Pan African Parliament; African Development Bank; Pan African Parliament and other sub regional parliaments; Intergovernmental Institutions: UNECA, ACBF, MEFMI, Regional Economic Communities in Africa: Policymakers such as National Governments; Parliaments; and Policy Think Tanks such as the Centre for Chinese Studies and National Universities; International Financial Institutions: especially, IMF and World Bank

4.4 Stakeholders and key events to engage

During the 2016-2020 periods, AFRODAD shall engage and work with various stakeholders, and organize and participate in national, regional and global events. These stakeholders and events are key to the achievement of the goal and strategic objectives of the 2016-2020 Strategic Plan and shall be an important part of the implementation of the strategic plan.

4.4.1 Key Stakeholders and Events

The following are the partners and stakeholders that AFRODAD shall engage and work with and in whose events will AFRODAD participate in operationalising the 2016-2020 Strategic Plan:

Key Partners and Stakeholders

1. Continental Institutions: AU Commissions; Pan African Parliament; African Development Bank.
2. Pan African Parliament and other sub regional parliaments.
3. Intergovernmental Institutions.
4. Regional Economic Communities in Africa: The five Intergovevernmental Committees of Experts for Central Africa, Eastern Africa, Noth Africa, Soutrhern Africa and West Africa.
5. Policymakers such as National Governments; Parliaments; and Policy Think Tanks such as the Centre for Chinese Studies and National Universities.
6. International Financial Institutions: especially, IMF and World Bank.

5. Planning, Monitoring And Evaluation

The AFRODAD planning, monitoring and evaluation framework shall bring synergy and complementarities between activities at the Secretariat level; the national, regional and global partners; and among activities from various programmes and projects in the thematic focus areas.

5.1 Periodic Planning

Periodic planning of activities shall be done to operationalise the Strategic Plan as follows:

- Annual implementation plan shall be produced.
- Quarterly plans shall be produced to operationalise the annual implementation plans.

5.2 Periodic Reporting

Annual, half yearly and quarterly progress reports shall be produced to track the progress of the annual and quarterly plans.

5.3 Monitoring and Evaluation

AFRODAD shall undertake a Baseline Study to establish the current situation in all the thematic focus areas of the Strategic Plan. The findings of the Baseline Study shall be used as a basis for determining the targets, outputs and outcomes for the various activities and interventions on each thematic focus areas in the Strategic Plan. AFRODAD shall also develop a systematic monitoring and evaluation framework that shall outline the monitoring and evaluation indicators and targets at output, outcome and impact levels; the sources of information; and the targets to be used to ascertain whether all the interventions are bearing fruits, the progress in the implementation of the Strategic Plan, and the impact of the programmes, projects and activities in the Strategic Plan.

- ***Monitoring***

The monitoring process shall be participatory, involving all key stakeholders where feasible. It shall involve systematic data collection and documentation on the progress in various thematic areas and an assessment of this information to determine progress. The monitoring process will be based on an assessment of AFRODAD interventions at the levels of Outputs, Outcomes and Impact.

The monitoring shall be done through periodic reports, review meetings both at organizational and partner level. The monitoring framework shall also seek to address accountability requirements at three levels as follows:

1. Upward accountability to Governments, donors and development partners.
2. Horizontal accountability to the Board, management and staff of AFRODAD, partners and likeminded organizations.
3. Downward accountability to citizens at country level.

- ***Evaluation***

Evaluation is an integral part of good programme management and as a tool for learning and accountability. Evaluation shall assess the achievement of the goal and objectives based on the following principles:

1. Evaluation shall aim at improving the programme planning and delivery and shall contribute to decision-making and strategy formulation at Board, management and staff level.
2. Evaluations shall be designed to lead to action and therefore evaluations shall produce relevant, useful and action-oriented findings.
3. Evaluations shall ensure the participation of staff members, partners and other relevant stakeholders to promote acceptance and utilisation of evaluation results.
4. No exclusive reliance on expertise from external evaluators so that AFRODAD develops internal evaluation capacity among its members of staff in order to utilise evaluations results effectively.

Independent external evaluations will be done twice within the period of the Strategic Plan. A mid-term evaluation will be done midway in the implementation and a final evaluation at the end of the Strategic Plan. The evaluations shall aim at establishing the impact of the Strategic Plan; logic of the programmes implemented in the Strategic Plan to ensure that it is relevant to the development needs of Africa; and contribution of AFRODAD towards addressing debt and development finance, and increased networking and collaboration.

6.0 Sustainability

AFRODAD realizes the global economic crisis and changes in donor preferences are increasingly affecting the availability and flow of donor funds. AFRODAD shall therefore put into place mechanisms and strategies for sustainability of its activities. It shall strive to develop a sound institutional base, a strong programmatic approach and a sound financial base for sustainability. The following shall be the main areas of focus to ensure AFRODAD sustainability:

6.1 Institutional Level

AFRODAD shall ensure internal systems, structures and work culture that promotes strong leadership and commitment from all staff members to the organizational vision and mission. It shall also enhance an environment that shall foster a positive organizational image and a sense of ownership for the services of AFRODAD by staff at all levels. The Board of Trustees and Management shall continue to ensure there are strategies that steer the organization towards becoming self reliant and gradually reducing its over-dependence on donors and development partners. It shall also improve an environment that generates commitment, among staff members and ensure both vertical and horizontal accountability to all stakeholders. AFRODAD shall strengthen systems and structures that shall attract, develop and retain competent and highly motivated staff members in line with the requirements of the Strategic Plan.

6.2 Programme Level

AFRODAD shall design, implement, monitor and evaluate its programmes with full participation of partners and stakeholders in order to ensure relevance, ownership and continuity of the programmes and activities. AFRODAD shall strengthen its management information system and data based planning to improve the quality of programming, effectively document and disseminate the results of the programmes to key stakeholders in order to promote AFRODAD and its abilities to partners, Governments, donors and development partners. AFRODAD shall also ensure transparency and accountability in the use of resources entrusted to it, and shall ensure efficiency in delivery of programmes and projects.

6.3 Financial Level

AFRODAD shall strengthen systems and structures for generating and managing adequate resources. To instil donor and other stakeholders' confidence and public trust, AFRODAD shall review systems and procedures to ensure they provide clear and timely accounts of its financial position, embark on cost recovery through services provided to partners and other civil society organizations, and generate income through consultancy services, provision of expertise and materials on debt, domestic resource mobilisation and international public finance to likeminded organizations. AFRODAD shall also leverage its resources – qualified, experienced and knowledgeable staff, linkage with country level partners, regional coverage and research work – to attract resources and support from donors and development partners during the implementation of the Strategic Plan. AFRODAD shall develop a Resource Mobilization Strategy to guide mobilization of the required resources for its programme and administrative work.

The Board of Directors shall take a lead in guiding AFRODAD to diversify its sources of funding, and engage donors and development partners.

7.0 Organizational Changes

Previous reviews all point for the need for AFRODAD not only to increase its African footprint but take advantage of its recognition by regional and sub-regional organizations to sharpen its Theory of Change as well as redefine its positioning on the African continent.

During the last twenty years AFRODAD has successfully and fully participated some of the key global processes: United Nations New Agenda for Development of Africa (UN-NADF), Financing for Development (New York and Monterrey, 2002 and Addis Ababa 2015), World Social Forum (Copenhagen 1995), World Trade Organization (Debt and Trade), Relations between Africa and the European Union in the 21st. Century (Brussels), OECD-DAC processes on Development Aid, to mention a few. At the continental level FRODAD has been engaged New Partnership for Africa (NEPAD).

7.1 The AFRODAD Theory of Change

The development Change process in Africa is driven by thought processes at national level, sub-regional level, regional level and global levels. AFRODAD has engaged at these different levels. These processes have been both top to bottom as well as bottom to the top. As a Pan African organization, AFRODAD will shift to target the Global level processes but with first priority focus on the African continental level processes, then sub-regional and intergovernmental level going down to the national level which will provide the basis for research and advocacy for development processes agreed on at sub-regional and continental levels.

The national level has provided AFRODAD research ground, working with various partners in a collaborative framework. In terms of the Theory of Change therefore AFRODAD will engage primarily at the Continental level in the processes of the African Union and the United Nations Economic Commission for Africa (UN-ECA), the Conference of African Ministers of Finance, Conference of African Ministers of Finance, Planning and Economic Development of the Economic Commission for Africa (and indeed the Joint Annual Meetings of the African Union Conference of Ministers of Economy and Finance and Conference of African Ministers of Finance, Planning and Economic Development of the Economic Commission for Africa) and the African Development Bank and Fund At this level African governments generally reach consensus and take policy decisions which are expected to support development efforts at sub-regional and national levels. This level secures that African countries share policies and agree on common policies. AFRODAD will engage in the African Agenda 2063 and the Post 2015 in areas that are relevant to AFRODAD work outlined above.

The second level of engagement will be with the five Regional Economic Blocks (RECs) for Central Africa, Eastern Africa, North Africa, Southern Africa and West Africa. AFRODAD will secure full participation in the Intergovernmental Committee of Experts (ICE), which brings together high-level experts from sub-regional members states, Intergovernmental Organizations (IGOs), NGOs, development partners, research centres and other various stakeholders and channels its recommendations to the Joint Annual Meetings of the African Union Conference of Ministers of Economy and Finance and Conference of African Ministers of Finance, Planning and Economic Development of the Economic Commission for Africa.

AFRODD considers the global level processes to be important in providing a common ground for long development of the peoples of the world, including those in Africa. The African voice by NGOs like AFRODAD has always been appreciated and that is why we have a place at the Table. AFRODAD will therefore continue to participate in the Economic and Social Council (ECOSOC) of the United Nations, High Level Meetings in areas of Financing for Development, Sovereign Debt restructuring mechanisms, sustainable use of natural resources and other areas of strict relevance to AFRODAD work. Both the World Bank and the International Monetary Fund provide space for engagement with NGOs and AFRODAD will continue to participate in the policy making spaces of these organizations with the appropriate advocacy messages.

In general AFRODAD believes that policies agreed on at the global level, the continental level, sub-regional level could deliver development at the national level of fully implemented. In that regard, AFRODAD work at national level will be to secure collaborative engagement with national organizations to monitor the adoption, domestication and full implementation of key policy changes agreed on at the sub regional, regional and global levels in its areas of work defined above.

By way of Strategy, AFRODAD will engage in direct advocacy for policy change at the different levels mentioned above based on research evidence. It will target key decision makers and/or influentials when policy opportunities emerge in the spaces outlined above.

7.2 The AFRODAD African Footprint and Sub-Regional presence

As a Pan African organization AFRODAD will increase its African Footprint by securing its presence in the five African sub-regions.. In that regard, AFRODAD will over a period of two years secure presence in Central Africa, Eastern Africa, North Africa, Southern Africa and West Africa.

Presence in these regions will be done through the most effective and least cost manner. In that regard, collaborative agreements will be entered into with appropriate institutions.

7.3 Human Resources

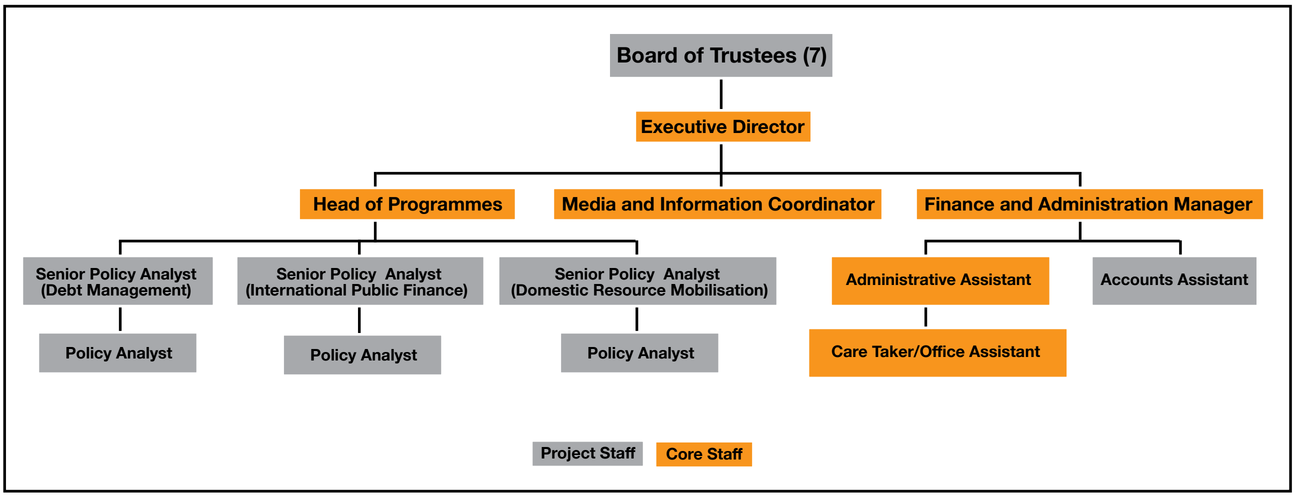
Due to financial resources constraints, AFRODAD will restructure its human resources in order to deliver more efficiently on its programming. In that regard the organization will carry a maximum core staff of 6 people comprising the Executive Director, Research and Programmes Manager, Media and Information Coordinator, Finance and Administrative Manager, Administrative Assistant, Caretaker/Office Assistant. There will also be an Accounts Assistant who will be part of the programming team and will have the task of implementing and monitoring expenditures on programs.

The number of Program staff will depend on the financial resources mobilized for paying their salaries for specific programmes/projects. At the minimum, AFRODAD will have three Senior Policy Analysts for the three areas of AFRODAD work. They will be supported by Policy Analysts. It should be noted however that while this might be short road, more intra-regional connections will have to be forged through replicating this model across the five regions in Africa.

7.4 Governance and the Board of Trustees

AFRODAD will remain guided by a number of committed Pan African intelligencia and those with specialized skills to support the work of the organization. Due to the high costs of having person to person meetings, the number of the Board of Trustees will revert to the original 7 with representation from each of the five sub-regions of Africa and two seats reserved for two other moderating members.

The organogram which will need to be implemented by 2017 as illustrated below.



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