

# STRATEGIC PLAN 2021-2025

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Promoting Accountability;  
Transparency and Sustainable  
Management of Public  
Debt in Africa



AFRICAN FORUM AND NETWORK  
ON DEBT AND DEVELOPMENT

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# AFRODAD' IDENTITY

The African Forum and Network on Debt and Development (AFRODAD) is a Pan-African civil society organisation established in 1996 to advocate for debt cancellation and addressing debt related issues in Africa.

## ● Vision

A prosperous Africa based on an equitable and sustainable development

## ● Mission

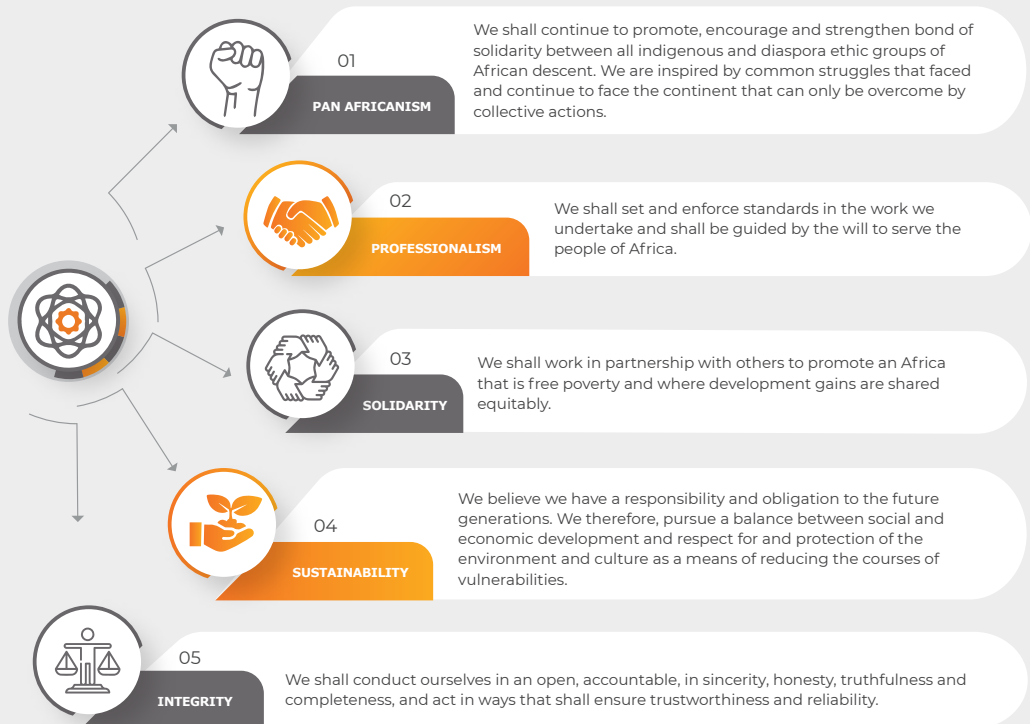
To contribute to Africa's inclusive economic growth and sustainable development through influencing policy change on debt management and development finance anchored on rights-based approaches.

## ● Strategic Goal

To influence African governments to institute and implement policies and practices for sustainable development and poverty eradication.

## ● Core Values

AFRODAD's core values are the ideals that guide decisions and actions of coalition members. They articulate the enduring principles at every level of the organisation and govern the relationships between and among coalition members.



# THEORY OF CHANGE

The AFRODAD Theory of Change describes how AFRODAD proposes to intervene to achieve sustainable change in the area of debt. This is based on the foundational Pan African belief that individual African countries are a part of the greater African nation, and that collective wisdom would inform national policies for the benefit of all. Thus Pan-African and African sub-regional institutions can devise policies for the good of the member states and therefore the citizens.

Based on the above AFRODAD believes in the need for policy change interventions not only at national level which forms the basis of research and analysis but also policy change interventions at the level of sub-regional and Pan-African institutions which will exert harmonized policies (deriving from common wisdom of member states) on African nation states for the benefit of the African peoples whose interest AFRODAD seeks to serve. AFRODAD must also participate fully in policy influence at national level policies through partnerships, and network and secure implementation of the collective wisdom.

In summary, AFRODAD believes that CHANGE for “Sustainable Management of Debt in Africa ” will be driven by processes at national level and at the supra-national levels (inter-governmental Africa institutions and platforms: including the RECs and the AU” (Bottom up and Top to down processes).





## RELEVANCE AND LEADERSHIP ON PUBLIC DEBT MANAGEMENT

The debt predicament many African countries find themselves had their tell-tale signs in during the strategic period 2016-2019. AFRODAD [produced research papers, organised meetings, and advocated](#) on the debt precipice [many countries were approaching](#). A combination of overborrowing, [misplaced investment](#), poor borrowing terms, and low returns on debt borrowed created an unsustainable borrowing trajectory which would have inevitably led to African countries being in debt distress. The global Covid-19 pandemic only hastened this inevitability. As such the relevance our work in not only warning about this current crisis, but also being part of proposing solutions that are driven from the continent and are sustainable is more important than ever. In the economic justice space, AFRODAD's focus is very specific to Africa's debt questions.

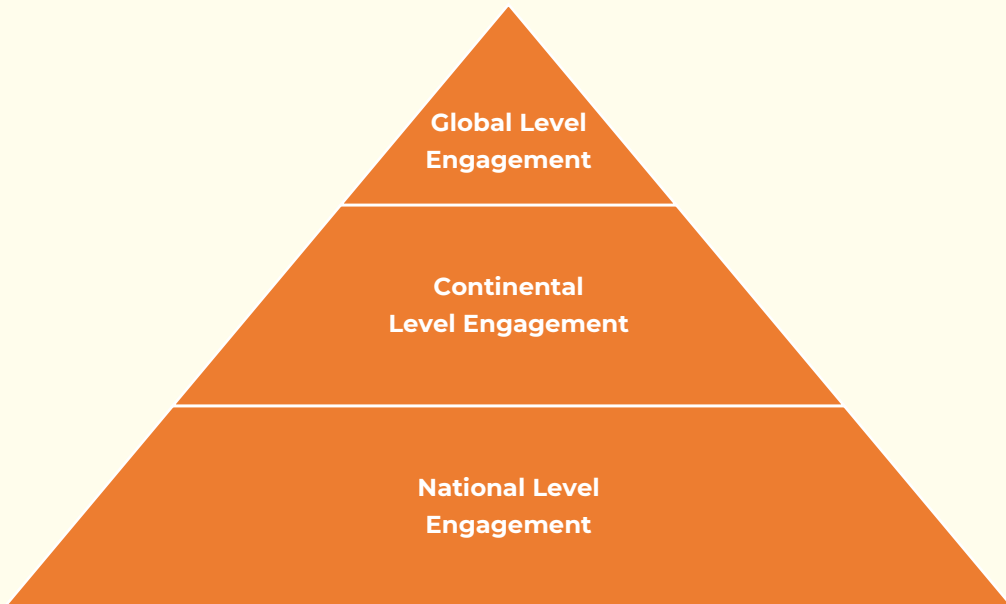
In supporting the Pan-African CSO movement, our added value lies in our expertise on finance issues, our bridging role between different sectors like civil society, African parliamentarians, and media, and our position as a focal of African CSOs on financing for development. We are therefore the to go to institution on debt issues for African policy makers from Regional Economic Communities (RECs), national governments, and other actors. [We remain committed to offering leadership](#) in the sector and the subject of debt and leading the conversation in the space, generate the knowledge and linkages that help position public debt within the broader economic justice movement.

## BRIDGING THE GLOBAL-CONTINENTAL-NATIONAL DEBATE ON PUBLIC DEBT

Since our establishment twenty-five years ago, we have always seen ourselves as bridging apparatus linking the global with continental and national, and vice versa with a Pan-African perspective. We have approached our bridging responsibility from three perspectives: (i) Political Economy that promotes a Pan-African identity; (ii) Strengthening continental and national actors; and (iii) Contributing to the knowledge on debt and development.

- \* **Political Economy** – Understanding the political economy on development finance and specifically debt, has been AFRODAD's strong point since inception. Our work has traditionally sought to challenge the orthodoxy and present a Pan-African alternative on debt issues. Over the years we have seen countries model their laws and policies on our African Borrowing Charter and advice on prudent debt management. We have advocated for transparent and accountable in borrowing and utilisation of borrowed money with greater participation of citizens as the rights holders. Our participation in global policy spaces such as at the IMF, UN, World Bank, AU, and others is legitimised through our advancing national CSO positions and supporting the debunking of global decisions and their implications at the national level.

- \* **Strengthening Continental and National Actors** – AFRODAD has contributed to the capacity building of policy makers, parliamentarians, civil society on debt issues from an African perspective. We have contributed to starting other Debt advocacy agencies in several countries in Africa, including establishing country specific networks in Kenya, Mozambique, Tanzania, Cameroon, Chad, Zimbabwe, Zambia, and so on. We have moved the dial on the debt discourse from debt management to enhances transparency, accountability, and governance (TAG), increased citizen participation, effective utilisation of debt. We have crafted a niche on issues of debt and development which remain relevant two decades since our establishment.



- \* **Knowledge Generation** – AFRODAD is a thought leader on debt issues dating to the movement for debt cancellation. We consistently advocated for debt issues even when these were not considered a problem worth considering and now build capacity among other things including a [Fair, Transparent Arbitration Process \(FTAP\)](#), the Debt Barometer and The African Borrowing Charter. We have generated unique knowledge in the area of debt so as to generate such as [The African Borrowing Charter \(2011, 2018\)](#) which, [the loan contraction and debt management processes](#) across the continent, and managed to document and build sovereign debt knowledge database – national, regional, and global context analyses, document loan contraction processes, and domestic debt. Over the years we have developed and sustained our 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.



# AFRICA'S DEBT LANDSCAPE



The African continent is facing a second debt crisis that has been accelerated by the global covid-19 pandemic and is resulting in the first economic recession in Africa for nearly 30 years. And while many developing countries were already facing crisis before the pandemic<sup>1</sup>, the nature of developing country debt is far more complex than in the past, with a new landscape that poses greater risks. An increasing share of public debt is now composed of commercial bonds traded on international capital markets. In recent years, the official creditor landscape has changed considerably. The share of total sub-Saharan African states' public debt held by non-Paris Club creditors doubled between 2007-2016, from 17 per cent to 40 per cent, while the share of Paris Club bilateral debt fell from 53% to 7%.<sup>2</sup>

Households in Africa have been exposed to the severe economic distress brought about by COVID-19. The 'reflex response' lockdown measures widely and consistently applied across a large number of countries disproportionately affected the non-agricultural workforce, removing over half of employees from employment and resulting in output reductions as well as a corresponding fall in public revenues that in some cases were equivalent to approximately 10 per cent of total revenues.<sup>3</sup> Declining remittance flows by 23%<sup>4</sup> are also contributing to weakening economic growth and development of sub-Saharan Africa and which are expected to lower the welfare of several households, and push them back into poverty.

1 33 countries in or at high risk of debt distress at start of [2020](#)

2 African Economic Outlook 2021, page 49

3 Adam, Christopher, Mark Henstridge, and Stevan Lee. "After the lockdown: macroeconomic adjustment to the COVID-19 pandemic in sub-Saharan Africa." *Oxford Review of Economic Policy* 36, no. Supplement\_1 (2020): S338-S358.

4 Bisong, Amanda, Pamela Eunice Ahairwe, and Esther Njoroge. "The impact of COVID-19 on remittances for development in Africa." *Maastricht: European Centre for Development Policy Management* (2020).



Besides debts, many African countries were (and are still today), faced with a resource paradox where the abundance of natural resources like minerals and oil and gas, is accompanied by high levels of poverty, poor infrastructural development as well as a weak link to resource mobilisation by African countries due to a continent plagued with Illicit Financial Flows (IFF), harmful tax practices manifested through transfer pricing, double taxation agreements and base erosion and profit shifting.

The difficult context was further compounded by overreliance on Official Development Assistance as the most significant source of revenue for releasing Africa's development goals – notable the new Sustainable Development Goals (SDGs) that succeeded the Millennium Development Goals (MDGs) and African Union Agenda 2063. The main challenge with ODA is its unpredictable and dwindling availability, besides the fact that it has the potential to hurt national sovereignty and pride by African countries, in assuming full responsibility for their development processes. The sum effect of these gaps in Africa's financing for development has been increased unsustainable borrowing and its consequent, mounting public debt.

Within this context AFRODAD also aims to monitor the role and influence of Credit Rating Agencies (CRAs) which assess the financial strength of companies and government entities on their ability to meet principal and interest payments on their debts. The rating assigned to any given debt shows an agency's and investor's level of confidence that the borrower will honour its debt obligations as agreed. Their operations and influence have been increasing over the past five years in providing advice to investors on viable investment destinations and portfolio's. However, some of their ratings have been criticised for misrepresenting facts on creditworthiness of sovereign governments and also exacerbating the financial crisis amongst global regions and countries on issues of sovereign debt and investment. Given that African countries need to attract FDI and or receive loans from IFI's for development, the assessment of the role and impacts of CRA's on development finance are of great importance to AFRODADs work on emerging lenders and debt issues.





## STRUCTURAL TRANSFORMATION AND SUSTAINABLE FINANCE

There are deep rooted structural issues that constrain sustainable development financing in Africa. Domestic saving rates have remained low despite various initiatives over the past two decades to improve tax revenue collection, combat illicit flows, address profit shifting by multilateral corporations (developing countries lose about 3 percent of GDP in revenues to companies shifting profits to low-tax locations)<sup>5</sup>, and strengthen governance generally through prudent public finance management (PFM) and particularly in natural resource management. The major drivers of debt dynamics are high inflation, weak governance, security spending, and weaknesses in revenue mobilisation<sup>6</sup>. It is therefore imperative that the conversation on debt be linked with the factors that predisposes countries to such.

Africa's reliance on natural resources is posing grave challenges in COVID-19 times. This means continued restrictions will continue to increase current account deficits and worsen the balance of payment position of many oil-dependent countries like Angola and Nigeria (whose budget was planned at an anticipated oil price of USD57 but had to be revised downward to USD30 per barrel). These countries will also face increasing pressure on their foreign exchange reserves, subsequently leading to the devaluation of their local currencies against the dollar beyond the current situation. Consequently, national budgets will run into massive deficits forcing them to borrow more to fund these budget deficits. Debt and natural resource management becomes an important area of further engagement for AFRODAD.

AFRODAD in collaboration with other stakeholders should find ways to work adequately with governments to ensure that debt management frameworks and strategies are updated to reflect the new structure of the debt, especially greater financial market risks, and take bold steps to strengthen governance around tax revenue collection (given that enhancing efficiency in tax revenue collection could mobilise up to USD 110 billion annually over the next five years and reduce the need for debt financing<sup>7</sup>). AFRODAD should continue with the concerted international efforts and collaboration to combat illicit capital flows and repatriate stolen funds to alleviate development financing needs.

## BRIDGING AFRICA'S AGENDA 2063 WITH UN'S SDG AGENDA 2030

Agenda 2063 was developed by the African Union and is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development. Agenda 2063 has 20 main goals and priorities which are all linked to the Sustainable Development Goals (SDGs). Among the specific goals under Agenda 2063 are the promotion of high standards of living, quality of life and well-being for all citizens and healthy and well-nourished citizens. Agenda 2063 is also strategically aligned to other continental frameworks in order to ensure several continental frameworks which have been developed to address the development of key sectors such as Agriculture and Trade. Agenda 2063 objectives are implemented through ten-year implementation plans. The First Ten Year Implementation Plan (FTYIP) of Agenda 2063 (2013 – 2023) is the first in a series of five plans over a fifty-year period. It is expected that at the end of the FTYIP of Agenda 2023, the African Union will begin planning for the Second Ten Year Implementation Plan.

Aligning the UN's SDG Agenda 2030 with the AU's Agenda 2063 especially now with expected financing gaps requires a concerted effort. There are initiatives to address immediate liquidity needs such as the Debt Service Suspension Initiative (DSSI), the G20s Common Framework, the IMF's Special Drawing Rights issuance, amongst other credit lines from the International Financial Institutions. However, as of [February 2021](#), countries in either debt distress or facing high risk debt distress were in the global south and mostly in Sub-Sahara Africa. [UNDP](#) estimated 72 countries are identified as vulnerable, and total external debt service at risk is estimated at a minimum of \$598 billion for 2021-2025, \$87 billion of which in 2021.

5 Coulibaly, Brahim S., Dhruv Gandhi, and Lemma W. Senbet. "Is sub-Saharan Africa facing another systemic sovereign debt crisis?" (2019).

6 Africa Economic Outlook 2021

7 Coulibaly, Brahim S., Dhruv Gandhi, and Lemma W. Senbet. "Is sub-Saharan Africa facing another systemic sovereign debt crisis?" (2019).

The solutions being advocated do not go far enough: they exclude private creditors; middle-income countries cannot access the initiatives; and credit rating agencies are “playing police” with sovereign rating downgrades. The debt architecture needs an overhaul with a greater role for the United Nations where global south voices can be heard on an equal footing.

To allow the global and continental agendas to align, AFRODAD proactively assesses the debt sustainability and lobbies for pre-emptive, early restructuring including debt standstills for highly indebted African countries<sup>8</sup>, focusing on:

- \* The scenarios African countries will find themselves in if there is no debt restructuring or forgiveness, the economic effects of such high debt levels due to high interest costs (which as a share of government revenue doubled from 5 percent in 2012 to 10 percent in 2017 and are expected to further rise) and depreciated currencies which will add to fiscal pressures when external debt needs to be serviced hence risking severe post COVID-19 economic shocks<sup>9</sup>;
- \* Comparative analysis of domestic borrowing through long term bonds or short-term bonds via the sale of treasury bills and other long-term instruments to domestic investors<sup>10</sup> as viable options to continued accumulation of external debt;
- \* Championing for faster approvals of memorandums of understanding so that countries do not continue servicing debt to avoid arrears, on amounts where actual debt service suspension has been affected.

The bridging of these agendas should ensure timely, fair, transparent and durable crisis resolution that civil society must influence. Our work will advocate for global consensus for binding rules on responsible sovereign lending and borrowing that considers SDG and climate financing needs, including adequate social spending floors in post-Covid19 debt restructurings.

The debt justice movement underscores the intersectionality of several issues in ensuring we build forward better out of this crisis. Securing a sustainable future that is people centred requires the democratisation of the debt discourse that incorporate tax, gender, and climate finance. Failure to mobilise sufficient domestic revenues increases pressure to take on debt and pursue fiscal policies that have a disproportionately negative impact on the poorest people in society increasing inequality gaps. Advancing these intersectionalities strengthens civil society at the national-level to secure public accountability and good governance towards prudent debt management. Collectively we bridge debt issues to wider debates on gender, inequality and climate, as well as articulating the critical links between sovereign debt, and domestic resource mobilisation and curbing illicit financial flows in the wake of Covid-19.

<sup>8</sup> Osafo-Maafa 2014; Thierry 2014

<sup>9</sup> Ozili, Peterson. “COVID-19 in Africa: socio-economic impact, policy response and opportunities.” *International Journal of Sociology and Social Policy* (2020).

<sup>10</sup> Ozili, Peterson. “COVID-19 in Africa: socio-economic impact, policy response and opportunities.” *International Journal of Sociology and Social Policy* (2020).



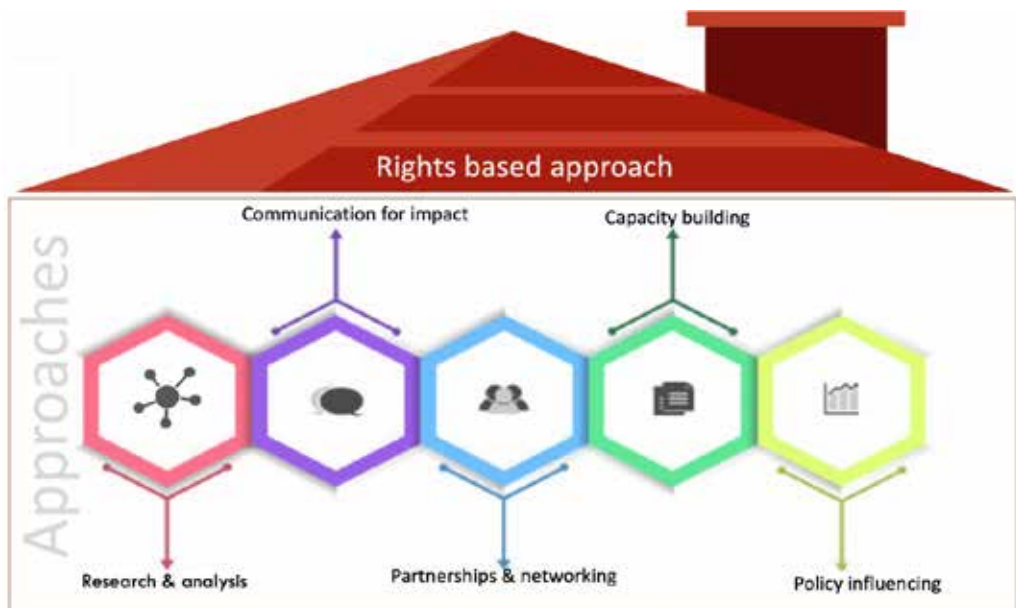
# APPROACHES

Throughout AFRODAD’s history, we have sought to evolve with the dynamic development finance ecosystem. And this has invariably meant appreciating the intersectionality of debt with the wider development finance agenda as well looking beyond the economic aspects and integrating political and social dimensions at play in loan contraction. These intersectionalities have kept AFRODAD a relevant voice in the economic justice space. In the coming five years we look to continue this trajectory of work and deepening our focus these different dimensions. Indeed, the global pandemic has provided a lot of reflection and opportunities for AFRODAD to be innovative in its approach on debt advocacy from national to continental to global levels.

At an advocacy level, we look to strengthen our linkages with social movements and be the link to Africa’s finance and debt issues thereby strengthening the economic justice movement in Africa. Change requires collective efforts as well as organising and for AFRODAD, working through networks to facilitate information sharing, capacity building, intelligence collection, and opportunities to stand in solidarity with others particularly in challenging time

The Pan-African footprint organisation is a work in progress and now with a physical presence in Zimbabwe, Cameroon, and Kenya, we are in the next five years to expand this deeper into West and Northern Africa. In so doing, it is hoped we will shed the unenviable title of a ‘Southern African’ organisation.

Strengthening the synergy of our work programmes remains important in keeping AFRODAD at the cutting edge of the development finance advocacy and activism agenda. As such we look to continue deepening our work on illicit financial flows (IFFs), domestic resource mobilisation (DRM), official development assistance (ODA), foreign direct investment (FDI), and public private partnerships (PPPs) all centralised around our core work on sustainable debt in Africa which all these work areas have a component. Furthermore, innovating beyond the economics of debt, we look towards establishing a legal analysis and advocacy work programme to strengthen our research work. We are humanising our work by developing cross-cutting analysis of debt with important topics like gender, future generations (children and youth), and climate change; and reconstructing our major convenings to place debt at the centre of the discussion.



## RIGHTS BASED APPROACH (RBA)

The RBA facilitates us to achieve a positive transformation of power relations among the various development actors that we engage. Through this practice, we can blur the distinction between human rights and economic development. There are two stakeholder groups in rights-based development—the rights holders the citizens and the duty bearers (the institutions that are obligated to fulfil holders' rights). Rights-based approaches aim at strengthening the capacity of duty bearers and empower the rights holders. RBAs work in practice and the human rights principles that play particularly important roles in implementation include (a) participation and inclusion, (b) non-discrimination and equality, and (c) accountability. It also enables players in advocacy to use legal instruments in defence of groups of people who are poor, discriminated against or marginalised and provides new avenues for providing help to vulnerable groups. In programming terms therefore, the RBA impinges on the nature of communications for impact on right holders (empowerment) and duty bearers (policy influence). This means a two-pronged communications strategy. Equally, the nature of Research and analysis must reflect the position of both the duty bearers and rights holders. But there is a fine line that will always need to be drawn to ensure that the appropriate level of effort directed at both spaces results in impact

## RESEARCH AND ANALYSIS (USING POLITICAL ECONOMY METHODS)

Research and Policy Analysis are fundamental to the legitimacy of AFRODAD work. In order for AFRODAD to have an impact on the lives of the ordinary citizens in Africa, a political economy methodology must be applied. This means that AFRODAD must deal with the political economy of Debt: analysis which involves Debt and its relationship with the law, custom and governance; as well as with the distribution of national income and wealth. But AFRODAD will also deal with power relations in society and especially how political forces affect the choice of economic policies or on what Debt resources are used for: for example, loans may be used on projects which benefit the rich and marginalize the poor and/or women in society- (Debt and Gender). Political economy analysis also deals with relations between sovereign Creditors and Debtors (including power relations). The need for high quality of the research is unquestionable and this calls for the appropriate level of capacity to undertake research but also to make Policy analysis of processes happening in African countries.

To reach the standard of Think Tank quality it is unlikely that AFRODAD's internal capacity can handle this in light of the current funding resource mobilisation model. A great deal of outsourcing for Research will remain important. But the quality of internal staff needs to be re-measured. AFRODAD needs to draw on Africa's intellectual capacity in the Universities in Africa and diaspora for research and policy analysis. The high quality of research and policy analysis are crucial for acceptance of AFRODAD positions in the policy making spaces in Africa but also as a thought leader in areas of Debt.



## IMPACT COMMUNICATION

Impactful communication facilitates change, and it encourages people to own the message and share it further therefore creating a common narrative that everyone can relate to and want to be a part of. To deliver results, the message has to centre on people's needs and struggles, and this can only be known through research and intentionally listening to people through their feedback. When well done, communication stirs engagement, has an effect on the audience and results in change immediately, or in the medium to long term. In a nutshell our ability to breakdown the complex issues on debt matters in a way that is accessible, informative, and accurate will strengthen the impact of research and analysis.

## PARTNERSHIPS AND NETWORKING

AFRODAD believes that the challenges of poverty cannot be achieved by one organisation or actor, hence, its value in working in a collaborative manner with other likeminded organisations in addressing debt issues. This value is further encouraged among national organisations to aim at greater change by being collaborative with others, which makes it easier to strategize especially on policy influencing matters. AFRODAD, as a coordinator of the debt network in Sub-Saharan Africa is able to advance its influence at national levels, among RECs and even globally on behalf of the continent players.

## CAPACITY BUILDING

Part of AFRODAD's concept of sustainability is pegged on the premise that well capacitated individuals, groups or organisations are key instruments in scaling up and sustaining continuous transformative change in this complex and technical subject of debt. Thus, the more people understand debt issues and engage in stronger networking for policy advocacy, the more likely change will be achieved.

## POLICY INFLUENCING

AFRODADs policy influencing is undertaken to impact decision making or to change a policy that is not serving African peoples' interests. This approach recognises that a change in policy is essential in order to bring about lasting change in the lives of disadvantaged people. It is not enough to have relevant programmes, if the foundational policies are not supportive of the change that any community or government is trying to make. Thus, the policy agenda is achieved by AFRODAD creating the consciousness of policy issues that affects its constituents as well as providing technical support to different stakeholders on how to engage to demand for favourable policy outcomes.



# STRATEGIC PROGRAMME PRIORITIES

Our four strategic priorities over the period 2021-2025:

1. Sustainable Sovereign Debt
2. Democratising the Debt Discourse
3. Movement Building and Mobilisation
4. Institutional Development and Sustainability





# STRATEGIC PRIORITY 1: SUSTAINABLE SOVEREIGN DEBT

## OVERALL STRATEGIC GOAL

A strengthened global debt architecture for responsible lending and accountable borrowing

## RATIONALE

Our work revolves around three interconnected programmatic areas which are all related to the sustainable mobilisation of resources required to finance Africa's development process. Besides unsustainable debt levels, many African countries are faced with a resource paradox where the abundance of natural resources like minerals and oil and gas, is accompanied by high levels of poverty, poor infrastructural development as well as a weak link to resource mobilisation by African countries due to a continent plagued with Illicit Financial Flows (IFFs), harmful tax practices manifested through transfer pricing, double taxation agreements and base erosion and profit shifting.

## STRATEGIC FOCUS AREAS

### Strategic Focus Area 1: Sovereign Debt Management (SDM)

#### Focus Area Objectives under Debt Management

- \* To contribute to the development and implementation of sustainable debt policies and practices in Africa.
- \* Improve government transparency and accountability on public borrowing.
- \* Contribute to the establishment of a fair and transparent international sovereign debt restructuring mechanism.
- \* To influence the effective management of public domestic resources mobilisation by African governments

#### Intermediate Outcomes

- \* The African Borrowing Charter is adopted as the Continental blueprint for CSO engagement on sovereign debt and informs CSO positions on debt issues
- \* A reformed Sovereign Debt Restructuring Mechanism (SDRM) that incorporates participation of all private and commercial creditors and fair arbitration for African debtor countries
- \* Establishment of a draft model debt and loan contract for use by African governments
- \* Reforming debt and loan contracts by introducing sovereign safeguarding clauses to aver debt distress.
- \* Enhanced debt transparency through a public register of all creditors to African countries

#### More Information

Public borrowing is one of several instruments African governments can use to mobilise and enhance domestic resources for development. However, the manner in which debt is contracted has tended to be for purposes unrelated to the productive investment and instead the return on debt investments has been increased indebtedness and low revenue mobilisation thereby exacerbating the continents' developmental problems. Our debt work in this strategic period is centred in our **"The African Borrowing Charter"** that calls for public debt contraction to be enshrined in constitutionalism; backed by legal frameworks and the rule of law. It should be coordinated and based on predictable rules and regulations, supported by a debt management strategy geared toward long term debt sustainability.



The global focus on addressing the immediate fiscal constraints of African countries is having a reverse effect where in the medium to long term their debt commitments will increase and potential for the dependency on IFIs support will continue. The current debt relief measures through the debt service suspension initiative (DSSI) and the G-20 Common Framework are both inadequate in addressing both the immediate debt crisis as well as the more systemic global debt architecture weaknesses. Most prevalent is the exclusion of private creditors in both these initiatives, and the conditionality attached to qualifying for the G-20 Common Framework. The latter maintains the status quo role of the IFIs and perpetual dependence of African countries to these IFIs.

There is a need to address the immediate debt crisis and in the medium term to reform the global debt architecture. AFRODAD in the next five years, will continue to demand for a new sovereign debt restructuring mechanism for governments to have access to in order to reform the absence of adequate rules and procedures for restructuring debt from non-traditional bilateral lenders and commercially held debt. As part of advocating for the SDRM at the global level, we will champion mechanisms at the continental and national level for neutralising the threat of vulture funds through a statutory, treaty-based approach to sovereign debt restructuring. At the national level, we will continue to analyse the debt and loan contraction processes and advance for enhanced safeguarding clauses in international debt agreements on a stronger and more uniform contractual approach. Our analysis will challenge the systemic and ideological dimensions of debt, adopt human rights-based approaches as well as feminist lenses.



## Strategic Focus Area 2: Domestic Resource Mobilisation (DRM)

### Focus Area Objectives

- \* To contribute to the development and implementation of transparent, accountable and efficient mechanisms for domestic resource mobilisation in Africa.
- \* To advocate for a fair and effective tax system for financing development in Africa.
- \* To contribute to the strengthening mineral resource governance in Africa.
- \* To advocate for and support efforts to curb illicit financial flows from Africa.

### Intermediate Outcomes

- \* Increased implementation of the recommendations from the Mbeki Panel Report to curb IFFs
- \* Adoption and Domestication of African Mining Vision and African Mineral Governance Framework
- \* Integration of debt burden as a measure of inequality of tax policy in Africa
- \* Development of a tracking tool to monitor Natural Resource Collateralisation and Resource Backed Loans for FDI in the Natural Resources sectors including oil and gas

### More Information

AFRODAD's focus on DRM recognises the need for African countries to generate sufficient financial resources from the domestic economy which constitute part of the social contract between African governments and their constituencies – the people. This area of development finance is however confronted with a plethora of challenges that inhibit African countries from deriving maximum benefits from DRM. Africa's growth has been slow and erratic, and despite growing faster than other parts of the world, growth in real terms is still grossly insufficient to drive Africa's structural transformation. As it stands, no African country is experiencing double-digit growth and with low domestic savings and the extractives sector which is the mainstay of Africa's economies is confronted with revenue leakages that undermine revenue mobilisation.

The collateralisation and use of resource backed loans (RBLs) in the extractives sector to attract foreign direct investments has created public finance risk as countries experience serious debt servicing pressures in the aftermath of the 2014 commodity price crash and exacerbated during the global pandemic. Furthermore, there have been significant revenue mobilisation loopholes in African countries in the form of illicit financial flows that undermine the continent's DRM agenda. These IFFs are generated through harmful tax practices, corruption, and other illegal activities which leads to financial resources being shifted from African countries to networks of tax havens.

Over the next five years, AFRODAD will continue to provide oversight on fiscal revenue regimes at a time when countries seek to build forward better from the global pandemic. This work will include analysing fiscal stability, trends in external flows, safeguarding against external shocks, and increasing policy space and ownership of the development process of citizens and state capacity. These issues have been significant in informing AFRODAD's advocacy work under DRM which is the biggest and most sustainable and predictable source of long-term financing development in Africa.

## Strategic Focus Area 3: International Private and Public Finance (IPPF)

### Focus Area Objectives:

- \* To influence the quality and impact and effectiveness of international public finance, in line with the agreed development cooperation effectiveness principles
- \* To influence African governments and development partners to implement development effectiveness principles and practices.
- \* To enhance the capacity of governments to understand and engage in the implications of public finance from emerging sources and monitor its development on poverty reduction.
- \* To build capacity to understand the implications and develop frameworks of publicly supported private finance and public-private partnerships that contribute to sustainable development.

### Intermediate Outcomes

- \* Public tool for accessing information on all international private and public flows into Africa
- \* Policy and Legislation reform on contraction, use, and impact of sources of finance from international private and public sources.
- \* Public disclosure and transparency of all agreements and contracts on PPPs, Bilateral Investment Treaties, Sovereign Credit Ratings.
- \* Register of all international private and public debt/financial instruments in use by African governments.

### More Information

Achieving Africa's structural transformation in agenda 20163 will require the mobilisation of all forms of sustainable financial resources. Between 2016-2020 AFRODAD focused on looking at non-traditional sources of finance e.g. from China, proliferation of commercial and private finance, and the evolving composition of ODA. In more recent times, there is a movement towards using public financial instruments to leverage private capital and debt as part of broadening the menus of financial resources available to African countries. The impact and effectiveness of these innovations depends largely on the existence of rule and regulation governing these financial instruments, adherence by governments and development partners to the agreed development cooperation effectiveness principles that focus on sustainable outcomes and results. The IPPF work will pay close attention to the evolution and influence of (i) non-traditional bilateral lenders and development finance institutions (DFIs); (ii) gatekeepers of the global debt market; and (iii) use of private and public financial instruments. African governments have embraced these lenders in ways that have had a negative bearing on debt sustainability and economic development on the continent.

Chinese investments in Africa particularly in the last decade have been observed, has the potential of being extractive in nature and costly in terms of the conditions and collateralisation needed to secure finance. This has been exposed more so during the global pandemic given the debt distress several African countries have found themselves in. In addition, the gatekeepers of the global debt architecture are credit rating agencies (CRAs). The CRAs influence has increased over time in controlling finance and investment decision making by commercial and private investors in Africa; and similarly, in how African governments develop policies to attract foreign private and public investment. Moreover, Public Private Partnerships (PPPs) are an example of these instruments that are increasingly being used in a wider range of projects including the provision of social services such as education and health. The weak evidentiary support for the effectiveness of PPPs in social service provision will need closer monitoring and accountability to ensure they do not cause additional costs to citizens and indebtedness to African governments.

We expect over the next five years as the world recovers from economic and social impacts of the global pandemic, to see a shift in focus in how international private and public finance is designed and utilised. There is an increasing move towards a greener recovery; a disproportionate negative role of credit rating agencies in addressing the current debt crisis interventions; and a demand for leveraging more public finance for private investment. We see our work over this strategic period in analysing the quality, impact and effectiveness of this new form of development cooperation that should continue to focus on results and ownership by developing countries.

## Strategic Focus Area 4: Legal Advocacy & Analysis for Debt (LAAD)

### Focus Area Objectives

- \* To provide a legal perspective to debt advocacy
- \* To support legal reform on debt contraction processes at global, continental, regional, and national level
- \* To strengthen the role of citizens to use legal instruments in advocating for increased public participation.

### Intermediate Outcomes

- \* A Continental template/model debt and loan contract
- \* A Common African Position on Debt
- \* A Strengthened legal framework debt negotiation strategy to support debtor countries.

### More Information

The debt ecosystem has never been primed for restructuring and equalising of the power dynamics amongst all stakeholders. And the stakeholders here go beyond creditors and borrowers but includes citizens of nation states; the ecosystem itself also goes beyond the global and incorporates the continental, regional, and national. Over the past twenty-five years, AFRODAD has undertaken [research on loan contraction processes](#) across the continent. These studies have made recommendations that speak to the global, continental, and national level. More so at the national level, our research has focused on strengthening legal and policy frameworks that support sustainable debt contraction, utilisation, and servicing. At the global level, AFRODAD has for many years advocated for responsible lending and responsible borrowing; this includes also arbitration mechanisms that are fair and transparent, and support especially debtor countries and not favour creditors, that tends to be case at present. Furthermore, given that African countries are dependent on volatile commodity revenues, making their budgets vulnerable to fiscal pressures, there is a need for a legal framework which will call for fiscal discipline. As such, in this strategic period, we intend to innovate over the next five years a legal approach to our work that builds on previous research we have done; and on the emerging issues on sovereign debt.

The [African Borrowing Charter](#) is the second lynch pin that creates the demand for AFRODAD to enter the space on the legal advocacy and analysis on debt. Public debt contraction and use should be anchored in constitutionalism; backed by a legal framework and rule of law; based on coherent and coordinated structures with predictable rules and regulations, supported by a debt management strategy for long term debt sustainability. African governments have an obligation to disclose and publish relevant terms and conditions of all financing agreements to citizens and should respond openly to requests for related information from them. Legal restrictions to disclosing information should be based on evident public interest and should be applied reasonably.

The legal approach to our work is linked to the preceding and following sections on democratising the debt discourse. In order for public debt to be sustainable there is need for a robust legal framework, which also ensures that there is wide consultation on the requirements to be fulfilled, the prudence of government borrowing, the level of transparency and accountability in borrowing processes and agreements, and the right oversight in the utilisation of the borrowed monies. This new stream of work will focus on undertaking legal analysis of laws, policies, contraction processes, with a view of strengthening advocacy for greater transparency, accountability, and governance on sovereign debt.



## STRATEGIC PRIORITY 2: DEMOCRATISE THE DEBT DISCOURSE

### OVERALL STRATEGIC GOAL

Deepen the nexus between debt & other economic justice issues

### RATIONALE

The financing of Africa's structural transformation requires a combination of all financial resources as well as focus on moving production and supply up the value chain in global commerce and trade. To achieve this, the African Union through vision 2063 has set for a development blueprint that identifies how this structural transformation will be achieved and financed. Beyond the economic transformation of Africa, the democratising of the debt discourse is to appreciate that debt contraction is influenced often by politics with the costs/servicing borne by citizens. In this regard, the political economy of debt contraction and the architecture within which these agreements are made needs to be democratised to give African governments a stronger voice and negotiating position at the table. The political democratisation of the debt discourse further looks at the role of citizen participation in the process of the debt contraction. As the underwriters of government debt, citizens must have a voice and say on the type, use, and cost of debt their governments are signing up to on their behalf.

The third side of the democratisation of the debt discourse is appreciation of how political decisions in the name of economic development impact the social contract between state and citizen. The global financial crisis (GFC) of 2007-08 and the global Covid-19 pandemic are demonstrating the evolution of Africa's deeper integration in the global economy. The Covid-19 pandemic is brutally demonstrating the accelerating African debt crisis and the first economic recession for thirty years, whose costs are being felt by citizens. Even within the citizen cohort, the severity of impacts is being experienced differently by men, women, young people, and those with disabilities. Part of the problem is that, despite the importance of decisions around public debt and its gendered impact, women's collective voices are not included in the decision-making processes on public debt<sup>11</sup>. This appreciation and understanding on how debt contraction impact different segments of society is the third side of the democratisation coin.

### STRATEGIC FOCUS AREAS

#### Strategic focus area 1: Debt and Social Equity

##### Focus Area Objective:

- \* To humanise the debt and development discourse/discussion/debate.

<sup>11</sup> Dinah Musindarwezo. "Realising women's rights: The role of public debt in Africa." Gender and Development network (2018)

### Intermediate Outcomes

- \* A broader lens approach to debt and loan contraction decision making processes.
- \* Indicators that analyse inequity resulting from indebtedness.
- \* Gender perspective integrated in the debt and development discourse.

### More Information

For several decades it has been known the costs associated with debt and loan contraction are borne by citizens, and furthermore that different segments of the citizenry carry these costs to varying degrees. Yet for the most part there lies a gap in not only the intellectual discussion of this interconnectedness, there lacks a political conversation that speaks to the social inequity associated with debt contraction. The costs of servicing this debt are disproportionately borne by women, while the funds borrowed are rarely spent in ways that prioritise women's rights. As the global pandemic deepens, servicing of debt resulting from the recent borrowing spree by African governments now means meeting the commitments on gender equality and the promotion of women's rights will be relegated down the policy agenda. If borrowed and spent wisely, public borrowing could have a role to play in maximising the resources available to governments to promote gender equality. According to the African Economic Outlook 2021, "*Women and female-headed households could represent a large proportion of the newly poor due to COVID-19.*"<sup>12</sup>

From a health perspective, many countries have had to deal with an awful shortage of investment in public health and sanitary infrastructures, and disruptions in routine essential healthcare services—such as malaria prevention and treatment, vaccinations, and maternal and child health services—have resulted in a secondary health crisis. The pandemic has long-term implications for human development. Millions of children have already lost a half year to a full year of learning, with poor communities disproportionately affected.

AFRODAD keeps the debt lens on socio-economic issues as part of guaranteeing building forward together redresses the social inequity resulting from the pandemic through investments in social support and social protection systems.

## Strategic focus area 2: Debt and Economic Transformation

### Focus Area Objectives

- \* Deepen the debt intersectionality on debt finance and Africa's structural transformation agenda.
- \* Integration debt perspectives on economic transformation issues .
- \* Centralising the debt agenda in emerging economic issues.

### Intermediate Outcomes

- \* Debt audits of trade, climate, natural resource, issues.
- \* Debt mainstreaming in economic and political discourses.

### More Information

Over the past fifteen or so years, Africa's integration into the global economy has deepened given the dearth of raw materials readily available to feed global supply chains. As such, economic growth of the continent has been stable and came with a diversification of development partners who in turn brought with them a menu of financing options for African governments to choose from. Globalisation has been important to integrating the region into global value and supply chains however the financing options have not been transformative. Debt finance through concessional and non-concessional loans coupled with PPPs and Euro and Sovereign Bonds have led to a heavily debt financed development agenda.

<sup>12</sup> African Economic Outlook 2021, page 23

This trajectory has worsened some of the major debt drivers of high inflation, weak governance, security spending, and weaknesses in revenue mobilisation<sup>13</sup>. It is therefore imperative that the conversation on debt be linked with the factors that predisposes countries to such.

To attain any improvements in the efficiency of debt-financed investments, it is important that debt is used to finance productive projects that generate revenues to service debt and support investments in future growth. Trade for instance, is an important source of foreign exchange as has been the commodity boom of the past two decades that also drove increasing trade openness of Africa. Conversely however, the push towards growth has been consumption led and not productive led and contributes to the account's deficits. Furthermore, trade liberalisation has also affected budget balance through corruption, and inequalities especially when publicly generated funds are not re-invested but appropriated for private gain. Collectively, this has created a vicious cycle of indebtedness and low value production.

As the global economy begins to recover from the pandemic, there are increasing calls to ensure a 'greener' recovery that lays less emphasis on carbon and fossil fuel energy production but on renewable energy. This prioritisation needs an African perspective that balances the need to structurally transform the continent and break the shackles of dependency, low value production, and low revenue mobilisation with the impact of climate variations on livelihoods through food production in particular. This debate carries with it a significant debt component as innovative 'green bonds' or 'green economy financing funds' are established as part of the broader recovery plans.

AFRODAD is integrating the economic transformation agenda from a debt perspective in a way that encompasses emerging issues while unpacking the benefits of a job-rich green and resilient economic recovery.



**It is therefore imperative that the conversation on debt be linked with the factors that predisposes countries to such.**



## STRATEGIC PRIORITY 3: COLLECTIVE ACTION ON DEBT AND DEVELOPMENT

### OVERALL STRATEGIC GOAL

To rejuvenate and sustain the African citizen movement and network on debt and development

### RATIONALE

Pan-Africanism and solidarity are two of the [AFRODAD's values](#). These values can be seen across the organisation's work and when dealing with partners and other likeminded groups. Collective action will require working with various partners at national, continental and global partners to identify the need, responding to the demand, and innovating for change. The aim will be building and galvanising a critical mass of the African populace to advocate for debt accountability, transparency, and participation as espoused in our African Borrowing Charter. This critical mass will be drawn from the African citizenry, members of parliament, journalists and media house, as well as civil society organisations. Indeed, it is through the medium of innovation and initiative over the years that will give rise to a collective action of African voices on debt and development.

This critical mass will be drawn from the African citizenry, members of parliament, journalists and media house, and civil society organisations. And it is through the medium of innovation and initiative over the next five years that will give rise to a collective action of African voices on debt and development. During the Strategic Plan 2021-2025 and beyond, AFRODAD will host the AFRODAD Media Initiative (AFROMEDI) for Journalists, Bloggers, Podcasters, videographer, vloggers, Media houses, and the 'Debt and Development Academy' (DaDA), a bespoke capacity building programme for CSOs, media, and MPs.



## STRATEGIC FOCUS AREAS

### Strategic focus area 1: Impact Communication

#### Impact Communication

Successful communication at AFRODAD would have to be (i) clear, (ii) prompt & proactive, action-oriented, and empowering. Acknowledging that communication and campaigns is a role with complex demands and expectations from external and internal stakeholders; success will require effort by the entire organisation. Results of effective communication will be seen and felt over time, not abruptly.

- \* **Clarity:** Communication will be successful when AFRODAD conveys information consistently and clearly, whether written, spoken, graphic, or numerical. As a thought leader that can gather evidence-based information, the organisation will need to share it in a way that can be decoded by the audience. It is often said that *expertise has no value to an audience that does not understand it*. Therefore, the organisation's "what, why, when, where and by whom" will have to be well defined to enable effective communication and lead to desired action over time.
- \* **Prompt & Proactive:** AFRODAD's team will need to become proactive, give itself time to think, to plan and to ask itself difficult questions. We deliberately use of AFRODAD' team and not the Communications team, because *being prompt and proactive will require the entire team's efforts* including a segment of external stakeholders. To truly become a leading and authoritative voice on the continent and beyond, AFRODAD will have to speak on issues before they are spoken about but many other organisations in and out of Africa. We will need to have *"our ears on the ground"* to be aware of issues soon after they happen and act immediately and accordingly. But to be even more effective, we will need to have clear lenses and foresee problems before they occur and campaign for solutions to stop them before they turn into a crisis.
- \* **Localisation and Participatory Communication** – Meaningful participation cannot occur without participatory communication. This type of communication creates opportunities for people to visualise their social problems, stimulate collective introspection and discussions thus potentially identifying solutions. This includes the use of dialogic methods and tools to promote change. Our approach towards sustainable behaviour and social change will strongly leverage on research. For people to participate, they need to feel that their culture, language, and their socio-economic contexts are all taken into consideration. We will therefore be keen to understand its varied audience and will respond to most needs including translating content to some local languages.
- \* **Edutainment:** We will educate and entertain (edutainment) and will involve formative evaluation methods to help analyse target audiences to determine their needs, behaviours, and media usage, hence developing appropriate programmes. Worldviews, narratives, and identities are framed by stories. Stories are powerful for their ability to hook and hold attention and inspire action. They are one of the best tools to persuade people and create change. Development organisations and communities have meaningful and impactful stories deserving visibility and attention. We will develop stories and frame them in a humanised way to highlight the effects of various economic and social inequalities on citizens. Edutainment will respect the targeted group's culture and setting. Indeed, successful advocacy and participatory communication require clear objectives, knowledge of the intended audience, language appropriate for that audience and content that is short, specific and to the point.

The slogan of this work will be *"we influence policy to improve citizens' lives"*.



## Strategic Focus Area 2: Campaigns and Outreach

### Focus Area Objective

Campaigns seek to demonstrate to decision-makers that members of the public, voters and consumers are concerned about the issue. Campaigning also educates the public about the organisation's issue and motivates them to act in support of the change. In the social and economic development context, advocacy aims to create or change policies, laws, regulations, distribution of resources or other decisions that affect people's lives and to ensure that such decisions lead to implementation.

To move various stakeholders to specific action, AFRODAD's message will need to be accessible; actionable; credible; relevant; timely and understandable. Proper planning and involving specific partners at the beginning of campaigns will allow them to prepare their own materials, conduct complementary media activities and engage their constituencies. This way, communication and campaigns will be more impactful. For a pan African organisation like AFRODAD, the ability to effectively influence will heavily depend on its ability to raise allies in various sectors and corners across the continent to champion its mandate, which they will need to own as theirs too.

AFRODAD places campaigns & communication at the centre of the external and internal flow of information on debt and development issues. The priority is both internal and external with an emphasis on educating, entertaining, mobilising, convening, and catalysing a citizen movement on debt and development, appreciating that advocacy is a process that catalyses the act of influencing individuals and institutions to change.

In this strategic period, we will initiate and implement targeted campaigns to influence governments and the public on pertinent issues under the organisational area of work. In addition to driving continental campaigns, we will also support national campaigns led by our national partners.

## Strategic focus area 3: Capacity Building

### Focus Area Objective

- \* Strengthened voice of African CSO, Citizens, MPs, and Journalists on debt development issues.

### Intermediate Outcomes

- \* Increased number of CSOs, Media, and MPs trained and championing principles of the African Borrowing Charter on debt contraction.
- \* Increased number of articles, reporting, and parliamentary debates on public debt
- \* Strengthened voice of citizens and CSOs on debt and development through participation in policy process involving debt.

The ability of AFRODAD to successfully build an African collective on debt and development requires all African citizens, CSOs, Media and lawmakers to be empowered and emboldened on the technical aspects of public debt. This means identifying the skills, knowledge, data, policy, and legislative gaps that exist across the continent when it comes to debt and development topics. We will build journalists' capacity to report on societal problems resulting from irresponsible borrowing and spending; have an active citizens' voice as the duty bearers and underwriters of public debt; strengthened lawmaker capacity to hold borrowing governments to account on debt contraction. To develop lasting solutions to these problems, there is a need to effectively frame them as developmental problems and not economic theories, thus the relevance of our menu training and forums on debt and development targeting CSOs, Media, citizens, and MPs across the continent.

For successful communication to occur, AFRODAD will need to invest in increasing the ability and confidence of stakeholders to make choices and decisions that are in line with prudent debt management for sustainable development. Journalists, citizens, CSOs, MPs, partners, and members (should AFRODAD become a membership-based network) will be equipped with information, tools, and resources in line with specific identified needs; to enable them to amplify AFRODAD's message. At times people or groups do not know that there is a problem (they need clear information); or at times they know there is a problem, but they do not know what to do to solve them (they need guidance and a clear call to action); and others know the problem and required action, but they lack resources (they need financial and other tools to act). We will be successful, when we build our stakeholders' capacity to ably join us to influence African governments towards policies that work for citizens.

Through our capacity building and mobilisation programmes, we present evidence to provide a voice for the disenfranchised citizenry by empowering them to keep check on public policy on government borrowing. National, sub-regional or pan-African training sessions will be conducted throughout the strategic period in all major African languages i.e. Arabic, English, French, Portuguese, and Swahili.

- \* **African Conference on Debt and Development (AfCoDD)** – A crucial assignment for AFRODAD will be to articulate solutions. One of the guiding documents the organisation will use will be the African Borrowing Charter, which will be communicated in an easy to understand and simple enough to remember manner with a very compelling call to action. Other research findings will also be used to shape various media debates. At each stage, at least two questions will be answered: What is the problem? What is the solution? Messages articulating the problem, or the solution linked to influencing policy will be consistently presented and they will directly indicate who has the power to enact them. This will be aimed at developing harmonised position and advocacy demands on debt and development issues.
- \* **AFRODAD Media Initiative (AFROMEDI)** – we will work with the media to put pressure on policymakers through factual, effective, and consistent reporting on debt and development issues and related recommendations. We will use media advocacy to advance public policy initiatives. This will entail moving from reporting on findings to finding hooks that will make our messages newsworthy and impactful. We will use a two-pronged approach: (i) building media's reporting capacity on issues AFRODAD works on; (ii) shaping the public debate.
- \* The Media plays a pivotal role in the policymaking process. The way the media reports issues in the public domain has a bearing on how that issue is framed in line with the agenda-setting theory. The power of the media, as the 4<sup>th</sup> estate, to set a nation or region's agenda and to focus public attention on a few key public issues is an immense and well-documented influence. Not only do people acquire information about public affairs from the news media; readers and viewers also learn how much importance to attach to a topic based on the emphasis placed on it in the news. Also, media are a vehicle for getting the attention of specific decision-makers and opinion leaders, such as politicians, government regulators, community leaders, and corporate executives.
- \* **The Debt and Development Academy (DaDA)**'s approach, is guided by AFRODAD's values of Pan-Africanism and solidarity inspired by our common struggles as Africans, that our continent continues to be faced with, and which can only be overcome by collective action. DaDA is poised to offer modular training to CSO activists on a cross-section of issues that touch on debt and development Financing Agenda. It seeks to centralise the debt discourse, linking it to domestic resource mobilisation, illicit financial flows, macroeconomics, gender equality, climate change, natural resource governance, official development assistance, and foreign direct investments, etc. Indeed, the overall objective will be to build capacity towards a common position on issues of development financing in Africa.



## STRATEGIC PRIORITY 4: INSTITUTIONAL DEVELOPMENT & SUSTAINABILITY (IDS)

### OVERALL STRATEGIC GOAL

To build a robust, agile, resilient, and sustainable Institution

### RATIONALE

The overall context in developing the IDS pillar sits within the current framework of

- \* strong financial, programme, and M&E reporting systems.
- \* the dispersion models.
- \* separated functions.
- \* lack of coordinated ICT systems.
- \* Increasingly projectized funding.
- \* short-term contract engagement for project staff; and
- \* need to increase our footprint across Africa at both Secretariat and Board levels.

### STRATEGIC FOCUS AREAS

With the current organisation's focus on the dispersion model and successful implementation of the enterprise resource planning system, the functional efficiency and effectiveness of the administrative and human resources structures assume a more cardinal role in supporting the core strategic objectives of the organisation. These functions will aim to establish, maintain, and review their objectives in line with changing environments and organisational culture.

#### Strategic Focus Area 1: Enhanced Institutional Operations

##### Focus Area Objectives

- \* To establish dynamic, high quality and innovative organisational capacity, resources, and space in line with agreed institutional development principles

##### Intermediate Outcomes

- \* Fully automated operations that allow for the dispersion Model to be implemented
- \* Dispersion Model implemented in the full
- \* Increased diversity of AFRODAD Staff to reflect Pan-African identity
- \* New registered offices in at least two new regions.

##### More Information

The sustainability of the 2021-2025 plans requires that the institutional policies and procedures be reformed and realigned to accurately pillar the mission, vision, values, and thematic strategic objectives. Moving forward, AFRODAD organisational governance will encompass a more Pan African approach to the organisational culture, ethics and systems through regionally applicable policies, gender sensitive operations, and unbiased transformative growth processes. Over the next five years, we will continue to emphasise our strong systems, policies, and procedures that have given AFRODAD the robust reputation of integrity. Something that has been noted by both partner and funding organisations alike. The upgrading of ICT systems will further enhance this element of our operations and contribute to the ease of successfully establishing the dispersion model. These enhancements are expected to boost both operational and programmatic elements of AFRODAD's work. Therefore, upgrading the ICT infrastructure at AFRODAD will be an immediate priority for the SP period if the dispersion model is to be fully realised.



## Internal elements

**Finance & Administration** – AFRODAD continues to consolidate the strengths of the current F&A systems and procedures as having been identified in various donor organisational assessment reports. To support the realisation of the dispersion model, there will be a process of automation of processes and procedures that will be undertaken in a phased manner to ensure as we automate, we continue to maintain the high standards we have. Simultaneously to the automation process will be a process reviewing all organisational policy documents about the F&A function including petty cash, procurement, and so on. The review will allow for systems and policies to speak to each other. The statutory functions of the team will be maintained and strengthened through opportunities and training.

**Human Resources** – AFRODAD continues to strengthen both the process/policy as well as the systems of the HR function. Some of the areas include recruitment, complaints procedures, appraisal system and process, leave management, and so on. On the operational side and subject to an improvement in the funding, we will look to reclassify all staff members as core and to offer at least a 12-month contract. This will ensure a level of security for colleagues, reduce risk of turnover, and allow the Secretariat to focus on working on delivering its mandate on debt and development. Therefore, staff retention will be critical to the success of this SP period. In parallel, we will be looking at the current working environment in the context of (i) dispersion model; and (ii) HQ political context. These two elements will be a priority for the first half of the SP period and will be informed through consultations with all staff, Board, partners. There will be a phased process for this and will seek to diversify and increase AFRODAD's workforce at the Secretariat and Board level to be truly reflective of our Pan-African identity.

**MEAL + Impact + Knowledge** – In the last SP period, there has been an expansion of the importance of M&E to include impact and knowledge management. While this has mainly come from funding partners, implementing partners too have needed to demonstrate how effective their activities have been in moving AFRODAD towards its mission and vision. Our M&E system is robust and fit for purpose and has facilitated planning, budgeting, and tracking of our work. However, given the heavy productization of our work has led to there not being a harmonised way of conducting MEAL plus impact and knowledge management. Therefore, an observable weakness is the lack of integration of AFRODAD's MEAL framework in reporting, proposal development, as well as lack of institutional buy-in. In the new SP period, there will be more deliberate steps to (i) strengthen the function of MEAL+I+K at the Secretariat. This will be done through peer learning with partners like TI-Kenya, TJNA, with whom AFRODAD have a joint programme; (ii) integrating it in institutional planning, budgeting, and fundraising; (iii) integrating MEAL+I+K into the team and individual reporting processes; and (iv) continuous team sessions on the importance and application of MEAL+I+K





## Strategic Focus Area 2: AFRODAD's Pan-African Footprint

### Focus Area Objectives

- \* To strengthen AFRODAD's Continental footprint and partnership of African CSOs on Debt and Development

### Intermediate Outcomes

- \* The establishment of institutional agreements of collaboration and partnership with African CSOs, and Regional and Continental bodies

### More Information

Invite partnership from organisations from various regions in Africa to constitute the AFRODAD Network and Forum in a formal way. As part of increasing its African Footprint, AFRODAD will strengthen its work with like-minded individuals and institutions across all regions of Africa to constitute an African Network of individuals and organisations working together on Debt and Development issues. At the heart of this direction is the consultation process during this strategy development that informed the need for AFRODAD to cement:

- \* The **identity** of the organisation – understanding the meaning of **our** name i.e., “**Forum**”, “**Network**”, and “**Pan-African**”. At the core of identity is defining who we are? What we stand for? Who are our constituents? Collectively these provide the foundation for how we organise ourselves to deliver our mandate.
- \* The **values** of AFRODAD – what are these? Do they resonate with our work? Do they reflect our structure? Do we live them? This reflection in the current context allows AFRODAD to relaunch its sense of purpose
- \* The **politics** of the organisation – as a Pan-African organisation, what is our politics, ideology, and philosophy? How does our politics affect our identity and values as an organisation? Is our politics consistent with our partners and constituency? The politics of AFRODAD gives us mandate to call ourselves Pan-African. This is about renewing our politics and our mandate as voice of the African people, first and foremost, on debt and development.



# INFLUENCING AGENCIES

At the institutional level, the influencing agenda for AFRODAD will continue as has been in the previous strategic plans, at the African Union, Global, and Sub-Regional. In this period, we will prioritise the AU processes and institutions as this is consistent with the Pan-African agenda that underpins this strategic plan.

At the partnership level on policy issues, AFRODAD will play a critical role in galvanising the CSO debt movement through its influencing agenda. This will be anchored on the African Borrowing Charter.

AFRODAD believes in Solidarity and hence works in partnership with others to promote an Africa that is free from poverty and where development gains are shared equitably among all. In this regard, the organisation will create strategic alliances with selected civil society organisations because the more networking that exists among actors, the more empowered they become to hold decision-makers accountable. The organisation will ideally have organisational partners in at least 33 African countries with official Memoranda of Understanding. AFRODAD will strive to:

- \* Maintain communication with key stakeholders throughout the advocacy process.
- \* Ensure participation in the implementation of joint activities.
- \* Strengthen partnerships and coordination between civil society organisations and government institutions and representatives.

Institutional partnerships will transverse from local/national to global as well as focusing on government, parliaments, judiciary, CSOs, think tanks and the like. At the national level, we will seek to play the role of technical back stoppers and supplement national level actors. We will also partner with the global movement under the auspices of the UN Forum on Financing for Development (UN FfD) process for a reformation of the global financial architecture.

# MONITORING AND EVALUATION

AFRODAD will implement a participatory monitoring and evaluation (M&E) framework in the 2021-2025 strategic period. The M&E framework is intended to be alive to the growing and changing aspects of M&E for debt management and debt related issues and to be relevant to the organisation and its stakeholders. The M&E framework will facilitate the institutionalisation of M&E principles and practices to support decision making, planning and management across all projects and programs. It will also serve as a vital tool for timely and systematic data collection, analysis, reporting, and learning thereby improving overall performance and accountability to all stakeholders and beneficiaries. The M&E framework will endeavour to achieve the following.

Strategic Objective: Strengthened and integrated monitoring and evaluation system that systematically tracks performance, records progress, enhances performance and ensures continuous organisational learning, sharing and improvement across all programs and projects.







**AFRICAN FORUM AND NETWORK  
ON DEBT AND DEVELOPMENT**