

ACTION PLAN 2019-2023

**MOVING FORWARD:
TOGETHER**

WORK PLAN AND STRATEGY SUMMARY 2019-2023

AFRONGO strategic priorities, expected results and activity focus

This Work Plan summarises the African Council of Non-Governmental Organisations (“AFRONGO” or “the Council”) strategic priorities, expected outcomes, and activity focus areas for 2019-2023. The plan will be publicly available as part of our commitment to open communication. The Council’s Governing Board, management, and staff will strive to ensure that the Council meets its strategy and fulfils its obligations to the satisfaction of its members, partners, and wider stakeholders.

This plan takes into consideration the Council’s global and strategic plan objectives. Key stakeholders during meetings have provided feedback on what they believe the Council’s strategic priorities should be. Between 2019 and 2023, we will pursue constructive dialogue with our members, partners and stakeholders about where the Council should seek to be in 2023 and beyond. We will remain accountable to our members, and partners and, via our non-profit sector leadership, civic activism and capacity building and membership, we will be fully accountable to our members and the communities we seek to serve.

This plan will be reviewed and adjusted quarterly to ensure that we remain focused on delivering against our strategy and within our budget.

Highlight Strategic priorities, expected results and activity focus

- 1 **Membership Development** – Strong and motivated AFRONGO Membership: Work with members and other organisations to enhance accountability and quality by providing technical support, building capacity, and improving linkages.
- 2 **Strengthen the Secretariat** – Strengthen the corporate secretariat with working staff and effective programmes and adequate resources in place.
- 3 **Leadership, governance and strategy** - Ensure that AFRONGO achieves its mission and objectives and positions itself for the future through a well-structured Board, effective leadership and an effective governance system in place.
- 4 **Organisational Development** – Develop an effective organisational structure, work culture and guiding policies and resources to provide strategic direction in pursuit of the Council’s mission and goals.
- 5 **Research, documentation and learning** – Promote NGO/CSO governance, accountability and quality through relevant research, advocacy, collective learning and effective engagement with AFRONGO members and key stakeholders.
- 6 **Policy dialogue and advocacy** – Bring to the attention of policymakers and other stakeholders, and where necessary, advocate for a change in public policy or practices, that affect or hinder African NGO sector growth and development.
- 7 **Decentralise Activities and Operations** – Decentralise the activities of the Council to other parts (sub-regions) of the continent.
- 8 **Convening and Outreach** – Organise conferences and strategic events on key Council’ priority issues, and to create an avenue where members can converge with policymakers and keys stakeholders on Africa’s regional and global socioeconomic development efforts.
- 9 **Training and Capacity Building of target beneficiaries** – Train our partners and members to become good and effective African NGOs able to plan and implement their programmes and operations.
- 10 **Information, Education and Corporate Communications** – Produce awareness raising and sensitisation materials on key Priority Issues and programmes and the Council.
- 11 **Strategic Alliance Building** – Build and strengthen good working relationships with key stakeholders with whom the Council has shared interests and concerns.
- 12 **Resource Mobilisation** – Institutionalise fundraising within the Council to raise adequate resources to support the Council’s work in the long-term.
- 13 **Monitoring, Reporting and Evaluation** – Conduct an External Audit and Evaluation of the Council and its operations on an on-going basis.

Strategic priority	Activity focus	Expected outcome
<p>1. Membership Development – Strong and motivated AFRONGO Membership: Work with members and other organisations to enhance accountability and quality by providing technical support, building capacity, and improving linkages</p>	<ul style="list-style-type: none"> Establish a framework that AFRONGO will use to recruit, engage, support, maintain and develop an African NGO Council membership community Engage and assist Council members and stakeholders to meet their commitments to improved Africa’s socioeconomic development. Build capacity of members and other stakeholders in key areas of NGO sector development, programming and activity implementation and corporate governance. Promote baseline services to members and other significant stakeholders. Extend member services through developing and supporting other service providers. Contribute actively in strategic forums linked to NGO sector development. Promote awareness of good corporate governance, social responsibility, and NGO sector leadership amongst members. Support members with their marketing and promotional needs. Promote transparency and ethical/anti-corruption practices amongst members. Create and promote networking platforms and discussion forums for members to interact and converge among themselves and with key stakeholders. 	<ol style="list-style-type: none"> 1.1 A regionally representative, inclusive and committed membership. 1.2 Held the inaugural/first Annual General Meeting (Forum) in Nairobi, Kenya. 1.3 Member NGOs actively engaged and meet Council membership obligations. 1.4 Well organised monthly NGO Roundtable events for networking and dialogue. 1.5 Improved understanding of and compliance with the African NGO Council Code 1.6 Increased participation of NGO sector leadership in national and regional development. 1.7 Linkages formed with members through quality member services and experiences. 1.8 Number of committed members recruited and retained, and actively participating the Council.
<p>2. Strengthen the Secretariat – Strengthen the corporate/executive secretariat of the African NGO Council with working staff and effective programmes and adequate resources in place.</p>	<ul style="list-style-type: none"> Enhancing the profile of the Secretariat with working materials and equipment in place Recruitment of core staff to implement this work plan and other duties of the Council Official launch of AFRONGO in Freetown Production of four quarterly AFRONGO newsletters in English and made public Develop and strengthen cordial working relationships with sister NGO sector organisations, networks, coalitions and stakeholder organisations across Africa and abroad Create the research and documentation/library unit within the secretariat Implement key personnel, office, operations and financial procedures and policies Produce communication materials and profile documents of the Council Capacitate (build on the capacity of) the Council to become and remain an independent, effective, innovative and an efficient pan-African alliance of NGOs with relevant, accountable and professional ethics and standards. 	<ol style="list-style-type: none"> 2.1 A functioning office space in place 2.2 A working staff in place carrying out the duties of the Council 2.3 Quarterly newsletters being published and circulated among members and key partners 2.4 The Council is officially launched and accessible to the public 2.5 A research and documentation unit established at the secretariat 2.6 Key personnel policy documents in place and being implemented 2.7 Other communications materials printed and distributed at events and among partners.

Strategic priority	Activity focus	Expected outcome
<p>3. Leadership, governance and strategy - Ensure that AFRONGO achieves its mission and objectives and positions itself for the future through a well-structured Board, effective leadership and an effective governance system in place.</p>	<ul style="list-style-type: none"> • Recruit professionals to serve on the Board • Conduct Board of Directors’ meetings and orientation workshops • Organise Board development programmes to expose the Board to potential partners, sister organisations, and key stakeholders in Africa and abroad. • Listen and learn from members and other stakeholders feedback • Review this Work Plan and develop 5-year strategy for 2019-2023 • Plan annually and deliver against strategy and within budget • Convene annual General Assembly (GA) and quarterly Board meetings • Reinforce the representativeness of Council Board • Strengthen AFRONGO’s internal systems and procedures • Build and maintain constructive relations with partners and stakeholders • Develop a strong corporate identity/image of, and position the Council to play active and meaningful roles globally for African NGO sector leadership in NGO governance as means to promote growth and sustainable development across the continent. 	<p>3.1 Strategic direction is defined and approved with the involvement of AFRONGO members and stakeholders</p> <p>3.2 AFRONGO has transparent, visionary and supportive governance underpinned by mutual accountability</p> <p>3.3 A well-managed Secretariat with organisational capacity and resources to achieve its objectives</p> <p>3.4 Quarterly Board meetings held</p> <p>3.5 An effective Board in place providing corporate leadership for the Council.</p> <p>3.6 Professionally trained and qualified Board members in place; committed to the mission and goals of the African NGO Council.</p>
<p>4. Organisational Development – Develop an effective organisational structure, work culture and guiding policies and resources to provide strategic direction in pursuit of the Council’s mission and goals.</p>	<ul style="list-style-type: none"> • Institute an active Board of Directors for timely decision making and to support on-going activities • Develop a five-year corporate strategic plan (CSP) and budget • Hire volunteers and part-time staff and volunteers for key functions • Develop an organisational development strategy and other policy documents • Develop Personnel Recruitment and Development Policy • Develop a comprehensive budget in-line with activities and programmes mapped-out in the CSP • Develop working strategies as guide to implement the CSP • Create an operational structure conducive to relevant activities – activity management by teamwork. 	<p>4.1 A well-developed five-year CSP 2020-2024</p> <p>4.2 An effective Board of Directors in place governing the affairs of the Council</p> <p>4.3 The number of new staff recruited and actively work for AFRONGO</p> <p>4.4 The number of organisational documents developed for the Council, such as a Conflict of Policy, a Gifts Acceptance Policy, Financial Policy, Staff Recruitment Policy, and Organisational Development Strategy.</p> <p>4.5 Ability to plan and execute programmes in support of the Council’s mission and vision.</p> <p>4.6 Effective programmes in place and commitment to members and stakeholders.</p>

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<p>5. Research, documentation and learning – Promote NGO/CSO governance, accountability and quality through relevant research, advocacy, collective learning and effective engagement with AFRONGO members and key stakeholders.</p>	<ul style="list-style-type: none"> • Set AFRONGO’s research agenda through consultation with members and other relevant stakeholders • Conduct, commission and encourage research in line with the research agenda • Actively engage in strategic forums to promote NGO sector development • Actively participate in relevant events and conferences to highlight and advocate issues concerning NGO sector and socioeconomic development issues across Africa and abroad • Communicate individually with all major government ministries and regulatory agencies concerned with NGO sector development and activities • Convene and support a peer accountability learning group, share findings to improve practice within the NGO sector, linking with other groups as necessary • Produce an improved African NGO Sector Development Report which highlights the key trends and learning for the sector • Organise and conduct roundtables and events on quality and accountability issues • Contribute articles to relevant publications and online platforms • Mainstream inclusion of voices of unsatisfied customers and affected communities in learning (events) and publications • Define and roll out a communication strategy that effectively engages AFRONGO members and stakeholders and enhances AFRONGO’s visibility • Develop and upgrade of AFRONGO’s website to improve accessibility, navigation and membership engagement • Produce material to present AFRONGO services and mission more effectively to a wider audience. 	<p>5.1 Research: Stronger evidence base for the impact of implementing quality and accountability practices is provided</p> <p>5.2 Accountability and quality are advocated for in strategic forums</p> <p>5.3 Key learning is identified, shared and integrated into practice</p> <p>5.4 AFRONGO members and key stakeholders are aware of and value the active role NGO sector plays in global development</p> <p>5.5 Effective national and regional NGO governance codes/Codes of Conducts, NGO policy guides, and NGO corporate social responsibility guides and training manuals on NGO governance and other priority issues in place.</p> <p>5.6 AFRONGO members and partners are able to develop and adopt NGO Conduct of Conducts, organisational policies, fundraising proposal formats, communication strategies, manuals and case studies to guide their programming and effective operations.</p>
<p>6. Policy dialogue and advocacy – Bring to the attention of policymakers and other stakeholders, and where necessary, advocate for a change in public policy</p>	<ul style="list-style-type: none"> • Have mechanisms in place to engage AFRONGO members on public-NGO partnership-related issues as relevant to both processes and promote their active participation • Communicate regularly with AFRONGO members and other key stakeholders on both processes with particular emphasis on messaging around implication of changes for Council members 	<p>6.1 Number of linkages created and sustained with the international institutions such as, UNITAR, UNDP, IOM, IFC, IMF, ILO, World Bank, etc. present in Sierra Leone and at their headquarters and regional offices across Africa.</p>

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<p>or practices, that affect or hinder NGO sector growth and development.</p>	<ul style="list-style-type: none"> • Determine and advocate clear non-negotiable positions for AFRONGO engagement. • Represent AFRONGO’s view in the public-NGO partnership process, development cooperation, national and regional reviews, negotiations and policy implementations and processes. • Effectively communicate and share revised policy with members and key stakeholders. • Approach relevant stakeholders to agree on ways of learning and working together in the context of socioeconomic deployment of Africa. • Conduct and plan context specific capacity building activities to address anti-corruption, environmental harms, and corporate malpractices in Africa. • Advocate and influence policy makers and public leaders and to build strategic alliances with key stakeholders in case studies and training and research activities. • Support existing national and sub-regional networks as alliances on the Council’s key thematic areas. • Undertake research to continuously assess situations in order to identify issues and provide evidence for influencing and advocating changes in policies and practices that hinder performance, adherence and productivity of the NGO sector. • Advocate for and lobby government agencies to implement effective policies in the areas of NGO governance, environmental sustainability, social responsibility and anti-corruption issues. • Build and sustain collaboration at all levels, to raise awareness of potentials, strengthen the weaknesses of NGO sector, and advocate for the development of socioeconomic policies and systems targeting good governance, development cooperation, and other processes. • Strengthen the capacity of national partners and create alliances with stakeholders. • Develop national capacities, effective in applied policies, transparency and accountability and restore development partners’ and programme beneficiaries’ confidence in development programmes and development cooperation. • Create partnerships with the government and international institutions such as UNDP, World Bank, International Finance Corporation, etc. to implement training programmes, socioeconomic development training and research activities. 	<p>6.2 Reports on regular communications with AFRONGO members and key stakeholders</p> <p>6.3 Reports of issues advocated and negotiated with national and regional policymakers;</p> <p>6.4 Number of government agencies and enforcement bodies engaged in pursuit of AFRONGO’s mission and mandate</p> <p>6.5 Number of AFRONGO’s views presented on the public-NGO partnership process, development cooperation and the SDGs.</p> <p>6.6 Number of reports produced on plan context specific capacity building</p> <p>6.7 Reports on types of support provided to existing national networks as allies on the Council’s key thematic areas.</p> <p>6.8 Reports on researches undertaken to continuously assess situations in order to identify issues and provide evidence for influencing and advocating changes.</p> <p>6.9 Report on issues advocated for and public officials lobbied and government agencies worked with to implement effective national and regional policies, guidelines and standards.</p> <p>6.10 Reports on the number of relationships built and sustained collaboration at all levels.</p> <p>6.11 Number of partners whose capacity has been strengthened and alliances created.</p>

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<p>7. Decentralise the Activities and Operations of AFRONGO – Decentralise the activities of the Council to other parts (sub-regions) of the continent.</p>	<ul style="list-style-type: none"> Carry out stakeholder engagements in sub-regions to locate suitable locations for sub-regional offices and programmes and initiatives Appoint focal points in strategic locations to act as agents on behalf of the Council and its programmes Work with and through existing members in establishing sub-regional offices or operational centres for the work of the Council Build solid contacts and strengthen good relationships with donor institutions and strategic partners for sub-regional operations and programmes or initiatives Develop a monitoring, reporting and evaluation policy and strategy for decentralised programmes and initiatives Conduct frequent/quarterly review of its sub-regional activities to ensure they are on track and within time range and on budget Build capacity of liaison officers to support the full implementation of the Council's programmes. 	<p>7.1 Number of sub-regional offices established</p> <p>7.2 Number of relationships built with national and regional institutions across Africa.</p> <p>7.3 Copies of independent audit of financial accounts and activity reports.</p> <p>7.4 Evaluation report of the initial four year activities of the Council.</p> <p>7.5 Published annual reports and audited accounts and financial statements</p> <p>7.6 A well-developed monitoring, reporting and evaluation policy and strategy.</p> <p>7.7 Copies of quarterly activity reports.</p>
<p>8. Convening and Outreach – Organise conferences and strategic events on key AFRONGO' priority issues, and to create an avenue where members can converge with policymakers and keys stakeholders on national and Africa's development efforts.</p>	<ul style="list-style-type: none"> Organise African NGO Summit & Awards series Organise African NGO Leaders' Summit series Organise African NGO Roundtable series Organise African NGO Governance Forum series Organise Corporate Responsibility Forum series Organise the first Environmental Sustainability Forum series Organise other national, sub-regional and regional NGO summits, seminars, forums, debates and lectures' series on key Council priority issues in key cities and sub-regions across the continent. 	<p>8.1 Humanitarian Summit series</p> <p>8.2 Development Summit series</p> <p>8.3 NGO Summit & Awards etc.</p> <p>8.4 NGO Roundtable series</p> <p>8.5 Corporate Governance Forum series held</p> <p>8.6 Corporate Responsibility Forum series held</p> <p>8.7 Environmental Sustainability Forum series</p> <p>8.8 Published reports on organised events.</p> <p>8.9 Number of partners.</p>
<p>9. Training and Capacity Building of target beneficiaries – Train our partners and members to become good and effective NGOs able to plan and implement their programmes and operations.</p>	<ul style="list-style-type: none"> Organise training workshops and seminars for members and partners on key priority issues. Develop training workshop manuals and guidance materials for AFRONGO's use Organise exchange programmes for Staff of AFRONGO to learn from partners and members Hold national and regional training seminars for leaders of member NGOs to learn and gain experience from other NGO leaders and institution Organise national training programmes for partners and key stakeholders to acquire knowledge Institute exchange programmes for staff of member NGOs to learn from each other and from partners across Africa and around the world. 	<p>9.1 Number of national training workshops and seminars organised for members and key stakeholders</p> <p>9.2 Training reports produced and circulated among members and partners</p> <p>9.3 Funds mobilized for trainings</p> <p>9.4 Developed training manuals and workshop materials</p> <p>9.5 Number of exchange programmes organised for staff of AFRONGO and member NGOs and partners.</p>

Strategic priority	Activity focus	Expected outcome
	<ul style="list-style-type: none"> Promote innovation, efficiency, and effectiveness in all training programmes' marketing and public relations activities of the Council. Embark on creating and sustaining participatory-partnerships and strategic alliances and networks across Africa and abroad, with sister training centres and professional associations worldwide. Establish a competent management and workforce – with the technical expertise, experience, and skills to contribute to the realisation of the Council's vision and mission and goals. Stimulate continuous 'Corporate Strategic Planning' sessions to ensure that strategic and profound corporate policy documents are in place to guide the Council's governance and provide strategic direction. Align all training needs assessments with the Council's vision and mission and core values and operational principles. 	<p>9.6 Number of participants trained to be able to operate their programmes and NGOs effectively.</p> <p>9.7 Number of training events for leaders of member NGOs organised</p> <p>9.8 Number of national training seminars for partners and key stakeholders organised</p> <p>9.9 Number of exchange programmes for staff of member NGOs organised.</p> <p>9.10 Copies of activity reports, evaluation reports, and annual reports produced.</p> <p>9.11 Number of training partners mobilized to deliver or sponsor training programmes</p>
<p>10. Information, Education and Corporate Communications - Produce awareness raising and sensitisation materials on key Priority Issues and programmes and the Council.</p>	<ul style="list-style-type: none"> Produce four quarterly advocacy newsletters in English and translated in other working languages Produce AFRONGO-related information and communication materials Recruit, train and expose Communication team to media institutions and NGOs for additional training Produce a variety of socioeconomic development-related information and communication materials Produce the NGO Sector Development Report in English Develop a professional website for the official use of the Council Develop a comprehensive database of key stakeholders across Africa and around the world Develop a communications policy to support the Council's overall public relation activities Develop a corporate communications strategy to guide Policy implementation Develop media/press releases on various activities being implemented or concluded Develop a list of media institutions and contact them for partnership to cover AFRONGO events and activities Develop placement for in-house media/press contact and corporate communications to handle the CCP and Strategy Use social media such as Facebook, Youtube and LinkedIn for strategic communications to enhance the image and work of the Council to reach its target audience. 	<p>10.1 A professionally developed website in place showcasing the work of the Council</p> <p>10.2 Social media pages and contents well developed in reflection of the Council's image and mission</p> <p>10.3 A well-developed Corporate Profile of the Council</p> <p>10.4 A well-developed Executive Summary of the Council</p> <p>10.5 A well-developed Membership Manual</p> <p>10.6 A well-developed Code of Professional Conduct</p> <p>10.7 A well-developed Conflict of Interest Policy</p> <p>10.8 A well-developed Gift Acceptance Policy</p> <p>10.9 A well-developed Whistleblower Policy.</p> <p>10.10 A well-developed Communication Strategy</p> <p>10.11 A well-developed communication policy</p> <p>10.12 A well-development communication plan and budget for the IEC and public relations (PR) work of the Council</p>

Strategic priority	Activity focus	Expected outcome
<p>11. Strategic Alliance Building – Build and strengthen good working relationships with key stakeholders with whom AFRONGO has shared interests and concerns.</p>	<ul style="list-style-type: none"> • Conduct a stakeholder mapping exercise through a series of roundtable events • Develop a detailed list of ALL key stakeholders, both across Africa and overseas • Develop a partnership strategy and policy guide • Conduct a stakeholder consultation series, followed by courtesy visits and conference calls • Develop and send letters of official/formal introduction to ALL/KEY stakeholders, both across Africa and overseas • Constantly engage stakeholders in activities and events to ensure stakeholder ownership and a real sense of partnership. 	<p>11.1 A list of organisations AFRONGO has developed a good working relationship with</p> <p>11.2 A well-developed database of potential partners and key stakeholders across the world</p> <p>11.3 Reports of roundtable events organised Africa-wide.</p> <p>11.4 Number of invitations received to attend partner events.</p> <p>11.5 Number of activities planned and implemented in partner with other organisations.</p>
<p>12. Resource Mobilisation – Institutionalise Fundraising within AFRONGO to raise adequate resources to support the Council’s work in the long-term.</p>	<ul style="list-style-type: none"> • Develop and launch a fundraising/resource mobilisation campaign to raise the necessary funds to support and to sustain on-going operations such as events, publications, etc. of the Council. • Hire core fundraising staff • Establish and operationalise the Fundraising Department within AFRONGO • Develop and launch the International Fundraising Strategy 2020-2024 • Launch the Endowment Campaign • Develop and distribute fundraising proposals • Carryout a donor/partner mapping on key/priority issues of concern • Conduct annual review of the Fundraising strategy • Create an operational structure conducive to relevant activities – activity management by teamwork • Ensure innovation, efficiency, and effectiveness in all public relations activities of the Council. 	<p>12.1 Copies of the fundraising campaign</p> <p>12.2 Copies of project proposals developed and distributed to partners</p> <p>12.3 Amount of funds raised across Africa and worldwide</p> <p>12.4 A list of partners with good working relationship</p> <p>12.5 Number of staff hired for fundraising</p> <p>12.6 Copies of reports of the Fundraising Department within AFRONGO</p> <p>12.7 Copies of reports of the International Fundraising Strategy implementation</p> <p>12.8 Copies of reports of the Endowment Campaign and the Fundraising strategy.</p>
<p>13. Monitoring, Reporting and Evaluation – Conduct an External Audit and Evaluation of AFRONGO and its operations on an on-going basis.</p>	<ul style="list-style-type: none"> • Carry out independent audit of financial accounts • Evaluate the initial activities of the Council • Produce annual reports and audited accounts and financial statements • Develop a monitoring, reporting and evaluation policy and strategy • Conduct frequent/quarterly review of its activities to ensure they are on track and within time range and on budget • Produce quarterly and annual reports for its past and on-going operations and activities • Develop a Monitoring, Reporting and Evaluation Strategy and Guide or Manual. 	<p>13.1 Copies of independent audit of financial accounts</p> <p>13.2 Evaluation reports of the initial activities of AFRONGO</p> <p>13.3 Published annual reports and audited accounts and financial statements</p> <p>13.4 A well-developed monitoring, reporting and evaluation policy and strategy</p> <p>13.5 Copies of quarterly activity reports.</p>

