STRATEGIC PLAN

SHAPING THE FUTURE WE WANT FORAFRICA

2020 - 2024
Vision with action can change the world.

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SHAPING THE FUTURE WE WANT FOR AFRICA

2020 - 2024
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INTRODUCTION

TrustAfrica will be fifteen years old in 2021. Over the years, TrustAfrica has become an important regional organisation, well grounded in civil society and with strong links to policy communities. Our achievements include the seeding and nurturing of several pan-African organisations and networks; ground-breaking work on the investment climate and business environment in Africa; African agriculture; justice; African philanthropy; early learning; higher education leadership – including a historic continental higher education summit held in Dakar in 2015 the declaration from which was tabled at the AU Summit as the continent was preparing its educational strategy for 2016–2025 – as well as the pioneering the Stop the Bleeding campaign to curb illicit financial flows from Africa.

As we look back at the first fourteen years of our history, we feel a sense of pride. Indeed, TrustAfrica has demonstrated itself as a trailblazer in impactful thought leadership and civic advocacy in many challenging areas. This has led to significant contributions in shaping more promising futures for our continent.

On the African continent, dynamics are multi-layered and constantly in flux, as they are global and regional contexts. This dynamism involves environmental concerns, human demographics and socio-cultural relationships, economies, technological impact, political leadership, and the rural-urban dynamic. Our strategy over the next five years will prime the organization to respond and adapt to changing situations in Africa. An important part of our new strategy will be to nurture philanthropy in Africa and for Africa, to help drive solutions.

As the organization comes of age, we will strengthen our linkages with social movements, civil society, think tanks and universities on the continent, and with African governments and the African Union, regional Economic Communities and other regional institutions. We will also work on strengthening the capacity of the organization, to further enhance its impact as a pan-African convener, intellectual leader, and a policy and practice influencer.
At TrustAfrica, we work every day alongside the continent’s change agents.

TrustAfrica began in 2006 with the conviction that Africans must set the agenda for tackling our continent’s most pressing challenges. We are an independent philanthropy rooted on the continent, and this is central to what we do and also how we do it.

Our Mission
To promote responsible citizenship and accountable leadership in addressing Africa’s most pressing challenges.

Theory of Change
With responsible citizenship and accountable leadership, societies become more stable, more prosperous, more equitable and just. We leverage philanthropy that strengthens these two levers – connecting resources to priority development needs and catalyzing action for Africa’s transformation.

Our Values
Solidarity We are driven by a spirit of solidarity with our fellow human beings, rooted in Ubuntu – “I am because you are” – and also with our planet’s other inhabitants, the flora and fauna. We see the material and the spiritual as connected, as are past, present and future generations.

Pan-African Together with our partners, we seek to consolidate democracy, make governance work for all Africans, and advance the integration and equitable development of the continent.

African agency We are actively engaged in shaping the future we want for Africa, and, by extension, the rest of the world.

Justice and inclusion We see strength in our diversity, and we champion inclusiveness that is founded on justice.
HOW WE WORK

TrustAfrica supports diverse advocacy movements that are advancing systemic change. Our main ways of working, which we also call our toolbox, include:

- **Direct grant-making**, with a focus on engaging communities, building leadership and foregrounding the voices and experiences of marginalized groups. We have stewarded over US$80 million in support of African civil society organizations, awarding over 600 grants in 35 African countries.

- **Building the capacity** of organizations and movements through support for coalition-building and advocacy training which starts with our five-point assessment framework.

- **Supporting the generation of key research** and knowledge to strengthen the evidence-base for informed advocacy and policy actions.

- **Establishing and facilitating collaborations** that support civil society, social movements, policymakers and donors in working together to solve challenges.

- **Played a lead role in African philanthropy**, co-founding the first pan-African affinity network and conducting ground-breaking research on the field, its diversity and potential.

Below are some concrete examples of our work.

**Democratic Governance**

- At the African Union, we helped set up the Centre for Citizens Participation, enabling citizens to influence policy and hold governments to account for implementing AU resolutions.

- In Liberia and Zimbabwe, we provided support to civil society groups at crucial political moments, enabling them to secure governance reforms and hold leaders to account.

- In Uganda, Chad, Mali and Côte d’Ivoire, our work with advocates and victims of mass atrocity helped ensure that leaders do not get away with crimes against humanity.

- In West Africa, our support for under-resourced women’s groups and networks helped build their leadership and advocacy capacity, including how to use human rights protocols at the AU, and mentored young women activists.

- In Senegal, Ethiopia, Gambia and Zimbabwe, our support for African social movements’ baraza, summits, and forums brought youth movements and activists from across the continent to build cross-border solidarity and explore strategies using street demonstrations, art and digital activism.

OUR IMPACT

Since 2006, we have stewarded over US$80 million in support of African civil society, awarding more than 600 grants to organizations in 35 African countries. We have:

- Built the capacity of civil society to mount effective campaigns, helping advocates get results in their communities and in the continent’s top policy arenas.

- Helped seed several leading civil society organizations and nurtured and brought attention to groups not previously on the radar of other donors.

- Brought new and previously marginalized voices to the table, and new energy to tackling intractable problems.
Equitable Development

• The annual loss of $80 billion in illicit financial flows from Africa has become a priority for the continent’s top policymakers thanks to a multi-country alliance of civic groups we support. Their campaign, #Stop the Bleeding, inspired tens of thousands of young people to demand change – and a hip-hop song that won an “Honesty Oscar”.

• In African higher education, our series of national and regional convenings of educators and political leaders culminated in a ground-breaking continental summit to revitalize the sector. The summit’s action plan helped shape the AU’s current education policy strategy.

• We supported research on small enterprises in 11 countries, resulting in new policies that improved the business investment climate and helped them better connect to value chains.

• We established a multi-country coalition of farm groups and other civic actors, many of them women, who advocated their national governments to implement measures to boost the output of small farmers, among other important wins.

• The continent’s rich resources may soon do more to improve its people’s lives, thanks to the AU’s Africa Mining Vision, which our work helped support. In earlier work, Liberian community groups secured policies to make resource extraction benefit local development.

• In Ogoniland in Nigeria, the Kiisi Trust, a donor-advised fund we manage, has helped build a civic movement to fight environmental hazards and advocate for a state and national clean air bill in the wake of devastation wrought by pollution from oil extraction.

• In Zimbabwe, we coordinated a donor alliance that funded dozens of civic innovations such as Community Assemblies and “Accountability Hubs”, which advanced democratic governance and economic justice in concrete ways, including halting the illegal sale of wetlands, one of many accomplishments achieved by youth leaders.

Our strategic direction for 2020 to 2024 will build on the impact of the last fourteen years to build a first-rate organization that will play a leading role in advancing justice and accountability on the African continent.
In formulating this strategy, we sought to understand the key questions of our time around which we could have an impact over the next four years.¹

Our dream of a better Africa resonates with the continent’s collective vision and roadmap as expressed in the African Union’s Agenda 2063: the Africa We Want, as well as regional economic development plans and the United Nations Sustainable Development Goals.

TrustAfrica is a partner to the continent’s change agents, its diverse civil society organizations, top-ranked think tanks and vibrant social movements. Our aim is to support civic engagement that achieves justice, accountability and equitable development in Africa.

By mandate, TrustAfrica’s program framework is designed to respond to emerging issues on the continent. As the current Covid-19 pandemic reveals the fragility of our public institutions and health services, we are called to support advocacy to make public policy more inclusive and effective.

¹ Our four-year strategic direction and priorities were derived from several sessions with TrustAfrica’s staff, Board, funding partners and various stakeholders.
Democratic Governance

Good governance requires leaders to be accountable to those they serve. We celebrate the new energy of citizens’ movements in Africa, particularly those powered by youth and women, many with whom we work. They remind us of what is possible when people come together to look for solutions and demand rights, freedom and accountability. At the same time, a troubling trend of laws and restrictions is shrinking civic space across Africa, and we must find ways to protect this space and to advance participatory governance and civic action.

This program area leverages our current work with social movements, our extensive rights and justice work, and our wide network of relationships with civil society, think tanks, regional organizations and donors.

Strategic Aims:

**Citizen participation and voice:** Strengthen the capacity of local, national and continental social movements and groups working to improve the political environment for civic engagement.

**Peace and justice:** Deepen our transitional justice work and advance justice for victims, an end to impunity, and freedom from violence.

**Women’s rights:** Support gender equality advocates from the grassroots to the regional level, including those advocating for rights of the girl child and an end to gender-based violence.

Key Strategies

- Enhance the capacity of social movements around participatory approaches and innovative community organizing practices; explore new forms of civic engagement.
- Champion collaborative frameworks for donors to pool resources and effectively support social movements.
- Champion regional conversations around identity and Pan-African solidarity and convene continental forums that facilitate connections and solidarity amongst African social movements.
- Partner with research institutions to systematically study and generate knowledge on new forms of citizens organizing and social movements and their impact on governance and peacebuilding.
Equitable Development

Africa is endowed with a vast wealth of natural resources, which if governed properly, can be a driver for inclusive growth and economic transformation. Climate change has emerged as an urgent issue as competition for water, land and other natural resources threatens food security and human security. Meanwhile, African youth need education that prepares them to be employable in a rapidly changing world of work.

This program area builds on the impact of many of our initiatives, including curbing illicit financial flows from Africa, securing policies to help smallholder farmers, and reforming higher education. The latter includes a high-level summit we co-hosted with the Government of Senegal and CODESRIA which fed into the AU Continental Education Strategy for Africa, 2016–2025.

Strategic Aims:

Resource governance: Promote a well-governed natural resources sector that generates optimum revenues to finance social development, inclusive growth and economic transformation.

Climate justice and food sovereignty: Support initiatives aimed at climate justice, improving the protection of the environment and promoting food sovereignty in Africa.

Education, youth, and the future of work: Promote reforms in education and higher education models to enable Africa, especially youth, to find work in an era of rapid globalization and the technological change.

Key Strategies

- Promote the domestication of the Africa Mining Vision in emblematic countries and implement policies to optimize public revenues from the sector and create an inclusive mining sector that respects affected communities and the environment.

- Champion popular campaigns to curb illicit financial flows, promote intercontinental trade and improve governance of the natural resources sector.

- Strengthen the capacity of community organizations and movements working to hold governments and corporations accountable.

- Research and build knowledge on population dynamics, health, the futures of education, economic transformations, illicit financial flows, natural resource governance, trade and related themes including on community benefit and free prior-informed-consent models that can be adopted in selected countries.
Philanthropic giving as an act of solidarity, constitutes an important part of the cultural value system of many African communities. We know that resources generated from the communities they are meant to serve, give Africans ownership and sovereignty over the continent’s development agenda. We believe in philanthropy that “shifts the power”, endowing communities with voice and agency.

This program area leverages our previous participation in research on African philanthropy, and our promotion of the field in global and African spaces. This includes co-founding the African Philanthropy Network.

### Strategic Aims:

- Resource mobilization: Promote more African giving, harnessing home-grown resources for Africa’s development.
- An enabling environment: Contribute to a stronger community of practice and policy framework for African philanthropy.

### Key Strategies

- Diversify our donor base to include individual and corporate donors; utilize events and launch annual appeals; the parameters of this new reality.
External Engagement

Since 2006, TrustAfrica has played a role as a convener and catalyst in the African civic space, by organizing agenda-setting conversations within and across various themes of work. We will build on this work and also leverage our relationships with such intergovernmental institutions as the African Union, the UN Economic Commission for Africa, and the Coalition of Dialogue on Africa (CoDA).

From our vantage point as a partner to the continent’s change agents, we will develop a multi-faceted effort to deepen the impact of our convening power, engage stakeholders, and strengthen the voice and reach of the organization.

Key Strategies

- Develop and implement engagement strategies for our key stakeholders, including policymakers, donors, and grantee partners, so we can get the work done together!

- Invest in our capacity to create quality content (from opinion pieces to social media and multimedia) that communicates the impact of our work and engages key audiences, deepening our connections to partners and people across the continent.

- Leverage communications expertise and best practices to grow our network, enrich our relationships with stakeholders, and raise TrustAfrica’s profile.

- Provide communications training and support to our staff, to become even more effective and passionate thought leaders and ambassadors.

- Build on our experience as conveners, by investing in the necessary human capital to further professionalize our approach and ensure the strategic relevance of convenings.
TrustAfrica was established in 2006 with a $30 million commitment in core and project support from the Ford Foundation, distributed over ten years. This commitment, supplemented with program support from other partners, made it possible for TrustAfrica to establish itself as an independent African funding institution. We must now build long-term sustainability while maintaining a focus on cultivating excellence as an institution and in our areas of work.

**Resilience**

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**Strategic Aims:**

**Solidify the resource base and institutional resources of TrustAfrica, to enhance its ability to deliver on its mission.**

**Key Strategies**

- Diversify our donor base to include individual and corporate donors; utilize events and launch annual appeals; and prioritize donor engagement in order to achieve set fundraising goals.

- Establish an experienced fundraising Board that can develop and drive new opportunities for resource mobilization and outreach, within and outside the African continent.

- Invest in in-house fundraising expertise and fundraising training for staff.

- Review and adjust our operations infrastructure against our new strategic direction to ensure maximum efficiency, relevance, and excellence.

- Establish partnerships with philanthropic groups and networks around the world, to network and exchange ideas and best practices. Some examples of peer organizations we already engage with include the Africa Philanthropy Network, WINGS, and the European Foundation Centre.

Given the recent impact both globally and in Africa of the Covid-19 pandemic, we can assume with some measure of certainty that moving forward there will be significant shifts in how we operate and engage as an organization. The preceding strategic objectives will therefore be deployed with these shifts in mind, and adapting operating procedures and systems to help the organization and our partners effectively function within the parameters of this new reality.
SHAPING THE FUTURE

As we embark on this exciting strategic phase, shaping the future we want for Africa, we invite you, friends and partners, to join us and we look forward to collaborating with you in new and innovative ways.

Our singular and resolute objective is what we all strive for – the transformation of African economies, societies, and governance systems and the construction of an integrated, peaceful, democratic and more socially just Africa.