

# **ACORD's GLOBAL PROGRAMME**

**Working for Social Justice and Development in Africa**

**Being part of an African Social Movement**

**November, 2002**

## **ACORD's Global Programme - Executive summary**

ACORD's Global Programme seeks to support those on the margins of African societies who are socially, economically and politically excluded to achieve their rights and to be able to fulfil their responsibilities. The Global Programme is based on ACORD's analysis of the implications for Africa of globalisation, the changing institutional landscape and the changing understanding of the whole idea of Development.

One of the main conclusions from this analysis is that to support people who are socially, economically and politically excluded to fight discrimination, exploitation and marginalisation it is necessary to engage with their own efforts to analyse and address that exclusion - rather than imposing solutions from the exterior or only dealing with its consequences.

To address exclusion effectively requires all those working for social justice of this nature to work together in some form of movement. Building on the strengths of its staff, its history and a structure that brings together members from Europe, Canada and Hong Kong, ACORD's Global Programme aims to promote social justice and development by being an effective part of an emergent African social movement capable of promoting and defending the economic, political and social rights of those on the margins of African societies.

The Africa led international nature of ACORD provides the opportunity for it to help link social movements in Africa with social movements elsewhere in the North and the South.

In so far as an African social movement exists it is seen as being made up of a range of social movements (including popular grass roots membership organisations), civil society organisations (at all levels ranging from the local to the international), unions, faith and professionally based organisations as well as supportive elements within political parties and academia. At present social movements are not found everywhere in Africa and are particularly weak in the more marginalized areas and amongst the most socially excluded groups with whom ACORD works.

ACORD will work to strengthen civil society and social movements through its various geographic programmes in 18 countries across sub-Saharan Africa, its four cross cutting, research driven, thematic programmes dealing with HIV/AIDS, gender, conflict and livelihoods and an overarching programme that promotes social action of the excluded in all aspects of ACORDs work by facilitating their capacity to achieve their rights and fulfill their responsibilities.

Together these programmes will provide a focus for learning, research, advocacy and, most importantly, the inclusion of some of the poorest and most marginalised people in the world into the process of promoting social justice as the basis for their development and well being.

To implement the Global Programme ACORD is undertaking an ambitious programme of organisational development that addresses its governance, programme management, ways of working, finances, funding, information and human resource development as well as the re-location of its secretariat from London to Africa. ACORD will continue to evolve from a consortium of Northern donors to being an Africa led international organisation working in alliance with its members and others.

These changes mean that ACORD itself will become an important venue for the development of a cadre of social activists both within the development sector and within societies in Africa.

ACORD is seeking an additional £566,000 for the Global Programme to cover those areas not already funded.

# **ACORD's Global Programme**

## **Introduction**

The environment within which ACORD works is changing rapidly and as a result ACORD itself is changing in order to ensure its effectiveness, efficiency and relevance for the future.

Since 1998, after more than 25 years of work in Africa, ACORD has undergone a process of change resulting in the renewal and clarification of its identity, mission and values. Created as a consortium of European and Canadian NGOs working to overcome poverty, ACORD now defines itself as an Africa-led International Organisation working in alliance with its members and others to promote social justice.

These changes result from the changing external environment – social, political and economic – that has been created by the dynamics of the current form of globalisation, the changing institutional landscape in Africa and in the North and the organizational learning, internal and external to ACORD, about the whole notion of “development”.

This document summarizes how and why ACORD is changing, its Global Program and its objectives for the future. It outlines what is special about ACORD and the specific role that it seeks to play as part of a social movement that defines development in terms of social justice as well as poverty alleviation; that seeks to address the causes and not just the consequences of the problems currently facing Africa and that seeks to place those who are the most marginalised and excluded at the centre of the development process.

Written following ACORD's Pan African Workshop on Global Programming held in Naivasha, Kenya in May 2002 the design of ACORD's Global Programme is informed by discussions and debates both inside and outside the organization over the past few years.

ACORD is seeking an additional £566,000 for its Global Programme; for activities specifically related to ACORD being part of an African Social Movement as well as the costs involved in helping to link more effectively with other agencies in Africa and in the North and of investing in the organisational development of ACORD itself.

## **I. The Changing Environment**

### **Globalisation**

Probably the single most important change affecting Africa at present is the set of dynamics that are described as globalisation. Characterised by some as neo-liberal globalisation, its definition varies but common elements include the opening up of economies and societies to free the movement of trade, capital, information and technology (but not people) in order to maximise global economic growth. The rules, goals, treaties, institutions and practices that together determine the current nature of globalisation are seen as being designed by, and functioning in the interests of, the powerful global North, while the interests of other countries in the global South, and especially the marginalised within them, are ignored.

The potential benefits of globalisation to increase trade and share knowledge are seen as being offset by the inability of African governments to prevent abuses of the system by international corporations that “mine” the social and physical environment for quick but unsustainable returns and the collusion of foreign governments in securing corporate access to markets. The lack of overall economic growth in Africa has been compounded by the increased disparity of wealth between the small but wealthy elites globally and the vast majority of increasingly poor urban and rural citizens especially in Africa.

For many years ACORD has been working with the consequences of globalisation in the areas of:

- a) collapsing livelihoods and services, especially of those on the geographical, cultural and political margins who have been most affected by cuts in services resulting from structural adjustment programmes. Absolute increases in material poverty have been compounded by relative increases due to the widening gap between the rich and poor in societies.
- b) conflict arising from disputes over access to the power and resources essential to assure wealth
- c) increasing gender disparities as women bare the brunt of collapsing livelihoods and services
- d) the spread of HIV and AIDS that has been increased by all of the above factors.

Although globalisation has been characterised as an inevitable historical trend ACORD does not accept that the worsening situation of those on the margins of African societies is either inevitable or acceptable. With the political will and global means to make equality and social justice (rather than just the expansion of world markets) the primary goal of globalisation the balance of opportunities and threats involved in the globalisation might be more positive than at present. The overall framework for defining social justice is described by the international treaties, conventions, protocols, charters and development goals developed over the past 50 years and accepted by most countries in the world. Within this framework individual countries and groups within them will need to work out their own ways to interpret and implement those rights to the best advantage of all their citizens.

Change will come from active citizens in all societies and at all levels demanding that the global system works in the interests of the many rather than the few; insisting that its goal must be global social justice for all and not just economic growth at any cost.

The major challenge facing Africa and ACORD, therefore, is to harness the strength of those who live on the margins of society to be active and responsible citizens as part of an African and global social movement that not only challenges the main causes of injustice but also works to build viable alternatives to the present form and processes of globalisation.

## **The Changing Institutional Landscape**

Huge changes have occurred in the landscape of institutions with which ACORD relates.

- Local NGOs – both community and nationally based – have increased in number and strength. More significant events such as the first Africa Social Forum in January 2002 illustrated the emergence of a new generation that is coming together to provide leadership and respond at global and policy levels to the problems facing the continent.
- A limited number of International NGOs have become global NGO corporations able to engage with governments, to mobilise funds and to conduct activities (including humanitarian relief and advocacy) almost anywhere in the world.
- Many of the governments in Africa have been disempowered by budget reductions, staffing cuts and policy conditionalities associated with the various aspects of globalisation described above. The involvement of civil society actors in areas previously reserved for the state has only served to increase the sensitivity of many government officials to the role of such actors with the result that the space afforded civil society is under threat in many countries.
- In recent years social protest movements in the North (made famous by spectacular confrontations in Seattle, Genoa, etc) and the World Social Forum in Porto Alegre, Brazil, have served to revive the notion of development as something that involves popular movements of citizens rather than being the sole preserve of technicians – however well intentioned – from government and civil society organisations.
- At the same time global institutions such as the World Bank, IMF and WTO, working with the national governments from Northern countries (especially the G8 and OECD) have increased their collective power at the expense of that of Southern governments. To date this increase in power has come without any increase in accountability.

## **Changing views of the idea of Development**

When ACORD was established in 1976 it was assumed that development was about modernisation and could be achieved if there were enough projects with sufficient transfer of resources and skills. The undoubted benefits of providing services in areas that would otherwise have had none (in 1999 ACORD directly helped more than half a million people in Africa) cannot hide the fact that for most of the people that ACORD is working with, the quality of life is worsening rather than improving. We are also aware that many of the problems that we are encountering cannot be resolved just by more projects or more resources.

From our experience it is clear that the causes and solutions to poverty lie in addressing not just its material symptoms but also the dynamics of social exclusion that create and perpetuate that poverty. Social exclusion is defined as the systematic social, economic and political exclusion of certain groups and individuals from the sources of power which prevent them from overcoming the problems they face. While discrimination and exclusion on the grounds of being a woman was one of the first areas that ACORD worked on, the more recent use of tools to analyse social exclusion in different communities has revealed just how profound are some of the habits and dynamics that perpetuate social exclusion and poverty on various grounds such as race, ethnicity, religion, class, gender, age and education, livelihood strategy, and wealth status.

For many of the larger International NGOs the first response to the limitations of simply doing more projects was to become increasingly involved in policy advocacy. Focused as it was on its work in the marginalised areas of Africa, ACORD maintained its commitment to research and to practical work, leaving other agencies to conduct advocacy especially in the North. What has become clear however is that advocacy can only go so far without popular support for the policies being proposed. The re-appropriation of the processes and aims of development needs to be based on building a critical awareness amongst those affected of the causes behind the problems they face And building the capacity of social movements to further their interests.

## **II. ACORD's Response**

It is against this background, having worked with marginalised people in Africa for more than a quarter of a century and recognising their strength as partners, that ACORD wishes to challenge the marginalisation of people and the manifestations of social injustice, inequality, abuse of rights, poverty, exclusion, geographical isolation and powerlessness that are being reinforced by the dynamics of globalisation. In order to do this it needs to take advantage of the opportunities that globalisation provides for improving communication and for sharing ideas and learning.

The role of an agency such as ACORD, which is international but which is mostly staffed by citizens of the countries in which it is working, is therefore:

- to provide information about international rights and the tools available to challenge infringement
- to strengthen the capacity (skills, knowledge, attitudes and networks) of those who are affected by poverty and marginalisation to bring about change on their own behalf through action, participation and advocacy in common cause with others
- to support the mobilisation of its partners and their empowerment to constitute a critical mass as part of a global social movement focused on achieving social justice
- to advocate directly – not as representatives of the poor and marginalized but as active global citizens concerned for the rights and welfare of all in society.
- to link with civil society and movement participants across Africa, and with civil society organisations, Diaspora groups and social movements in the north. Through building wider issue based alliances the poorer and marginalised people will be in a better position to advocate for change, inform debates and implement wider social actions.
- to develop a cadre of staff who are effective activist agents of change and social transformation as well as skilled technicians
- to facilitate the participation of some of the poorest and most marginal groups in Africa and support them to research, analyse and articulate their understanding of the situation and the solutions;

Tensions and contradictions between these roles are inevitable and need to be accepted and managed rather than denied or ignored. These tensions will be reduced by ensuring that any direct advocacy is informed by, and accountable to, the people with whom we work and, as far as possible, by involving them in advocacy processes at all levels.

ACORD's response will be delivered through a Global Programme made up of 4 components:

1. Area Programmes
2. Thematic Programmes
3. A Social Action Programme
4. An Organisational Development Programme

### **III. ACORD's Global Programme**

**Vision:** A society in which all citizens are equally able to achieve their rights and fulfill their responsibilities.

This vision asserts that rights and responsibilities are two sides of the same coin and that together they represent the form of social justice which is the goal of the Global Programme.

**Goal:** Social justice in international and national social, economic and political policy and practice.

This vision of social justice is rooted in the definitions of economic, social and political rights defined by international treaties, protocols, charters and development targets developed during the past 50 years. Those on the margins of society have not been involved in developing such definitions of rights nor in holding those with power accountable for their implementation.

**Overall Objective:** African social movements capable of bringing about social justice and rights based development.

Individual organisations – however large - cannot bring about sustainable improvements in the rights of poor and marginalized peoples in Africa by themselves. Only by working together will those on the margins of societies be able to address the issues they face. Only by working with others such as civil society organisations, unions, academics, NGOs, will they find the momentum and power they need to challenge policy makers and international trends. While there may not be a definable African social movement at present there are various social movements in Africa which this programme will seek to learn from, support and strengthen.

*For ACORD staff and programmes this means moving from being instruments of project implementation to agents of progressive change that promote a shared vision of social justice, good governance and mutual accountability while continuing to deliver operational excellence in everything we do.*

#### **The Elements of ACORD's Global Programme:**

The ACORD Global Programme is made up of four parts:

1. **Area Programmes** in 18 countries that combine practical activities and advocacy
2. **Four Thematic Programmes** which address cross cutting issues affecting the continent
3. **The Social Action Programme** which supports and pulls together all ACORD's work so that the excluded and marginalised act on their own interests and perspectives to achieve their rights and responsibilities
4. **The Organisational Development Programme** that develops an effective institution with governance, staff and systems that reflect its commitment to promoting social justice and development both within ACORD and elsewhere.

#### **1. "Area" programming**

ACORD has programming presence in 18 countries across Africa.

**The objective of Area Programmes** is to bring about change in a particular geographical area through a combination of practical activities and advocacy that is appropriate to the context. The other components of the Global Programme will ensure that work done in Area programmes is linked with other Area programmes and the Thematic programmes to strengthen learning and alliancing. *(Area programmes may cross national boundaries; their coverage will be defined by the context and focus of the programme. For example a pastoralists programme might cover North West Uganda, North East Kenya and South Sudan.)*

## 2. Four cross-cutting Thematic Programmes

**The objective of the Thematic Programmes** is to bring about change by facilitating learning, research, analysis and advocacy through linking between Area Programmes, between ACORD and other organisations (in the North and in the South) and between levels from the local to the global. The choice of themes reflects both ACORD's analysis and the priorities expressed by those we work with during the course of participatory programme design processes.

**Livelihoods** – strengthening the livelihoods of people on the margins of African societies

**HIV and AIDS** – reducing the spread and mitigating the economic, social and psychological impact of HIV and AIDS on individuals and communities in Africa

**Conflict** – creating the conditions conducive to reconciliation between war affected peoples, resolution between warring parties and accountability between international actors and their national hosts

**Gender and other forms of discrimination** – enabling those we work with and ACORD itself to work for gender equality and to overcome other forms of discrimination and social exclusion

The Area and Thematic programmes are dependent on each other to achieve a manageable and holistic response to the problems they are addressing that neither could provide along.

## 3. The Social Action Programme

**Programming for Socially Just Globalisation** The Social Action Programme aims to address the policies and practices of individuals and institutions that lead to social injustice. To do this it will work through ACORD's Area, Thematic and Organisational Development programmes.

### Objectives

#### More awareness and resistance amongst communities and individuals

- Reflective, critically aware communities and individuals that take stock of their own prejudicial assumptions, their collusion with injustice through inaction and how these exclude others and make their societies vulnerable to manipulation conflict and exploitation.
- Communities and individuals proactive in maintaining justice, equity and accountability both within their own society and demanding it from civil society organisations, government and international institutions using recourse to national policy and international rights legislation, declarations and charters.

#### Stronger groups and associations

- Marginalised and excluded groups analysing the impacts of global policy and practice on their lives and taking action to make it work for them through action and advocacy.
- Marginalised and excluded groups are sufficiently resistant to oppression to be visible actors in advocacy for socially just policies, practices and approaches; to propose alternatives to unjust policies; and to benefit from opportunities that result from sound policies, practices and approaches.
- Communities engaged with civil society organizations, Diaspora groups and the emerging Africa social movements as active participants and holding them to account as they represents their interests.

#### Stronger social movements

- Coherent, articulate, dynamic and inclusive social movements in Africa that participate effectively in national, regional and international social action to demand a fair deal for Africa and excluded groups within it.
- Social movements proactive in checking the balance between global values and rights and the protection of their cultural/religious identity as enshrined in those very rights (*challenging a monoculture that espouses western values as THE VALUES*).

#### More supportive development actors

- An increase in pro-poor policies and practices amongst all development actors.
- Increased understanding and common cause among northern civil society organizations, movements and African Diaspora that the need for socially just globalisation is an imperative for sustainable global development
- A shift from northern NGO intellectual process and programme ownership towards common cause joint programming between international NGOs and with their African partners.

## 4. Organisational Development for Social Justice

**The objective of the organisational development programme** is to develop an effective institution with governance, staff, systems and organisational culture that reflect its commitment to promoting social justice and development both within ACORD and elsewhere.

Based in Africa and with almost 550 staff across Africa ACORD represents an important fund of social capital which seeks to be deployed and developed further for the benefit of those it works with. Central to ACORD's organisational development is the pursuit of the highest standards of leadership and management practice. We recognise that if we are successful the staff that we have helped develop are likely to move on to other organisations and opportunities. ACORD will invest in the leadership and management skills of its staff so that while they work in ACORD and when they move on to other organisations they will each be effective agents for change of the sort that ACORD is seeking to bring about. Our staff development will therefore need to plan for this throughput of staff and invest in bringing on young talent to realise its full potential both within ACORD and beyond.

ACORD 's investment in its staff and an inclusive, accountable and socially just organisational culture that reflects the processes engaged in with its partners makes it a programme in its own right and not just an instrument of programme delivery. ACORD recognizes that its staff are social activist working in common cause through the organisation and that it is a participant in Africa's development, sharing its own learning and experience and learning from the knowledge and experience of its partners.

In the area of governance ACORD is becoming an Africa led international organisation working in alliance with members and other groups to promote social justice and development. The term "Africa led" has been carefully chosen to reflect the fact that we are led by and accountable to the realities and priorities of those we are working with and for.

Critical to ACORD's capacity to deliver on this programme will be the need to obtain sufficient resources to fund its work. To achieve this ACORD will develop the skills of all its programmes and staff within them to mobilise and manage resources. As an organisation ACORD will also put in place a marketing strategy designed – by the end of the 5 years – to provide it sufficient unrestricted income to secure its financial future.

With its focus on the most marginalised areas of Africa the sound management of the organisation and the realisation of its programming objectives both require improved communication skills and systems. Using information, communication and knowledge to empower learning, accountability, influencing, marketing and management will therefore be one of the key components of the organisational development programme.

A further specific part of this programme, which adds its own challenges, is the gradual relocation of the organisation from London to Nairobi over the course of the next 2 years. This move is designed to strengthen the links between programmes around Africa and the management of the organisation itself, as well as creating an Africa led International NGO more accountable to those it is seeking to support.

In bringing about these changes ACORD is addressing a number of organisational issues of more general interest to other agencies that are coping with change:

- Reconciling the creativity and lack of structure of social movements on the one hand with the need for managerial professionalism and organisational hierarchy able to respond to an increasingly exigent aid bureaucracy on the other.
- Decentralising management responsibility to programme managers in a way that empowers rather than overwhelms.
- Sharing the leadership of change throughout the organisation to ensure that changes are do-able and sustainable while still keeping organisational coherence and clarity.

## **Monitoring, Evaluation and Reporting**

ACORD will monitor three elements concerning its goal of effectively supporting social movements and civil society in Africa.

- a) **Structures:** the formal written and legal structures of governance that reflect an appropriate relationship with social movements and civil society organisations in Africa. A Task Force is being established under the aegis of the Board to help develop the structures that reflect ACORD's move from a consortium of Northern donors to Africa-led international organisation working in alliance to promote social justice.
- b) **Processes** (working practices and norms) that reflect ACORD's mission and values in general and its aim of strengthening social movements and civil society organisations in Africa in particular. These processes will apply to all parts of the organisation and will address all aspects of its work, including for example:
  - The way it conducts its own internal management – financial, personnel, information as well the management of change
  - The way it manages its accountability to its various stakeholders
  - The way it monitors and evaluates its own work
  - The way it describes and markets itself to others
  - The way it shares information internally and externally
  - The way it develops programmes from the start as joint enterprises with others
  - The way it works with its partners
- c) **The Outputs that define what has changed** as a result of ACORD's work and the work of those it works with. This will include the combined outputs of the Area, Thematic, Social Action and Organisational Development programmes that make up the Global Programme.

Assessing the structures, processes and outputs of ACORD will be done through annual reviews in the programmes and will themselves constitute a social action process designed to increase accountability, learning and capacity building.

The log frames provided as annexes below recognise that new approaches lead to outputs that are less clear at the initial stage of a programme while the populations that we are working with resolve their conflicting priorities, analyse their situation, address local exclusion attitudes and practices before they together decided on the direction they need to take. ACORD's experience shows that a systematic process of coming to a shared critical analysis and awareness provides a firm foundation on which subsequent action can be built so that impact in the longer term is far greater.

## **Concluding Comments**

The different elements of ACORD's Global Programme therefore represent an innovative model that combines the practical work with focussed thematic work designed to facilitate learning and advocacy. The Social Action Programme brings these together to promote the capacity of civil society and social movements to analyse, plan and implement programmes of action to address the causes of social injustice. All this is further amplified by making the organisation itself a vehicle for modelling and enhancing leadership and management skills that are relevant to the societies we work in throughout Africa.

We hope that in reading this, you will be interested to work with us to turn our vision of social justice into reality.

## IV. Budget

### ACORD FINANCIAL PROJECTIONS 2003 - 2006

| Broad Group                    | Cost Group               | Y            | E             | A             | R             |
|--------------------------------|--------------------------|--------------|---------------|---------------|---------------|
|                                |                          | 2003         | 2004          | 2005          | 2006          |
| Global Programmes              | Area/Thematic Programme  | 8,070        | 8,474         | 8,898         | 9,342         |
|                                | Social Action Programme  | 550          | 577           | 606           | 636           |
|                                | Organisation Development | 351          | 369           | 387           | 407           |
| <b>Global Programmes Total</b> |                          | <b>8,971</b> | <b>9,420</b>  | <b>9,891</b>  | <b>10,385</b> |
| Management                     | Fund Raising             | 212          | 222           | 234           | 245           |
|                                | Management               | 320          | 336           | 353           | 371           |
| <b>Management Total</b>        |                          | <b>532</b>   | <b>559</b>    | <b>587</b>    | <b>616</b>    |
| Programme Support              | Programme Support        | 342          | 359           | 377           | 396           |
| <b>Programme Support Total</b> |                          | <b>342</b>   | <b>359</b>    | <b>377</b>    | <b>396</b>    |
| <b>Grand Total</b>             |                          | <b>9,846</b> | <b>10,338</b> | <b>10,855</b> | <b>11,398</b> |

**GRAND TOTAL (UK £ '000)**

**9,846      10,338      10,855      11,398**

## Annex I: Area Programming

### Goal: Social justice in international and national social, economic and political policy and practice

| <u>Objective</u>   | <u>Strategy</u>  |
|--|--|
| <p>A maximum of</p> <p><b>12 coherent area programmes that bring about the change required to achieve social justice in particular geographical areas.</b></p> | <ul style="list-style-type: none"> <li>• A combination of practical work and advocacy</li> <li>• Working together in common cause with a variety of local development and social justice initiatives and actors</li> <li>• Build on ongoing programming, taking advantage of ACORD's long term intensive relationships with marginalised and excluded communities to promote inclusion in all processes (ethnic, gender, age, status etc)</li> <li>• Build on and strengthen the use of methodologies which place those we are working with as owners of the interventions</li> <li>• Facilitate participatory research and analysis of the specific dynamics of exclusion and marginalisation in the area through a variety of local, but linked interventions (projects) that address the consequences of social injustice</li> <li>• Employ SEA as a common framework to help people analyse who is excluded from their society, the mechanisms of oppression and the local and global processes that sustain discriminatory practices and systems of injustice and provided a much deeper analytical basis for our programming design as well as helping those we work with decide what to work on.</li> <li>• Develop coherent rights based methods and approaches that facilitate an understanding of human rights legislation, their local relevance and role in advocacy</li> <li>• Participatory community action planning to develop local initiatives that address both immediate practical needs and longer term strategic needs</li> <li>• Participatory area strategy development processes to define ACORD's programme interventions and guide community and national action planning</li> <li>• Integrate policy literacy projects that engage people in area wide analysis of development and social justice in the context of globalisation and take account of the internal and external dynamics that impact on their quality of life</li> <li>• Establish area management and advisory teams</li> <li>• Develop project-to-project communication systems - ITC, face-to-face, mutual advisory and training support</li> <li>• Accompany civil society groups in processes to influence policy formulation and in local action planning to address the needs of the marginalised ad excluded.</li> <li>• Support the development of accountable civil society organisations to enable marginalised groups to address the causes of their exclusion, social injustice and poverty.</li> <li>• Fulfill our potential for using the extensive knowledge and experience gained through its work with the poor, marginalised and excluded in Africa to influence policy, practice and attitudes. Given the restricted space available to civil society in many of the countries we work in ACORD sees its role as influencing through dialogue rather than higher profile lobbying and campaigning</li> </ul> |

## **Area Programme Clusters and Local Initiative Focus**

### **1 Northern Uganda** Gulu, Kitgum, Adjumani, Moyo and Karamoja

- **Local Initiatives Focus on:** Youth Empowerment and Peace; IDPs, Refugees and the Vulnerable; Socialisation and Culture; Protection, Governance and Human Rights; HIV/AIDS, Sexual Violence and Teenage Motherhood.

### **2. Sahel I** Burkina Faso, N Mali and Mauritania

- **Local Initiatives Focus on:** Democratisation And Decentralisation; Economic Empowerment In The Context Of Globalisation; Gender, Cultural Values And Social Exclusion; Civil Society Development

### **3 Sudan** The rebel held area of Southern Sudan (Tali Post, Maiwat, Aweil), Sudan (Omdurman, Juba), Ethiopia (Gambella) and Northern Uganda (Adjumani and Moyo).

- **Local Initiatives Focus on:** Peace initiatives; Protection and governance; Ethnic relations and religious imperialism; IDPs and refugees; Gender relations and gender violence; Education; Access to the means of production and income generation ( land, credit)

### **4.The Horn** Sudan, Ethiopia and Eritrea

- **Local Initiatives Focus on:** Income and production diversification; Small scale entrepreneurship; Developing a people-friendly finance sector; Promoting new technologies that strengthen self reliance; Food security; Micro finance; HIV/AIDS

### **5.Great Lakes** Burundi, Rwanda and Democratic Republic of Congo

- **Local Initiatives Focus on:** The creation of an environment which is favourable to participation and rapprochement of communities both affected by war and marginalised from governance systems; Support needs for community participation at community, intermediate and national level; Support needs of divided communities to confront and to resolve conflict; Re-establishment of means of subsistence and basic services; Gender equality; HIV/AIDS; Refugees and IDPs; Elitism and sexism. Development of integrated programme during 2003 by building links between existing country based programming

### **6. Lake Victoria –** NW Tanzania and SW Uganda

- Building on long track record to focus on governance and civil society, HIV/AIDS and livelihoods

### **7. Angola**

- **Local Initiatives Focus on:** Armed conflict, pacification, reconciliation, democratisation and harmonious and sustainable development; ethnic minorities, pastoralists, hunter gatherers women, youth and IDPs; poverty, vulnerability and social exclusion – the marginalised and excluded gaining access to resources and recognition of their rights; Work with socially excluded groups to research to influence, advocate and lobby at every level; Capacity building NGOs and CSOs trying to reduce conflict; strategic partnerships

### **8. Southern Africa** Namibia, Mozambique, Bots wana, South Africa

- **Local Initiatives Focus on:** the impact of colonialism and apartheid on the social fabric of southern Africa; Total Child; gender based violence; gender ethnic identities; social issues surrounding HIV and AIDS; ethnocentrism and racism; civil society organisation development and citizenship in the emerging democratic processes; relations between communities, CSOs and the state.

### **9. Ethiopia**

- **Local Initiatives Focus on:** Conflict, Peace and reconciliation; Governance; NGO, CBO and CSO capacity; Livelihoods (Pastoralism)

### **10. Lake Chad Basin** Nigeria (Borno State), Chad, Niger and Cameroon.

- **Local Initiatives Focus on** Exclusion; Gender; Migration; Literacy and Isolation; HIV/AIDS as entry points for addressing livelihoods issues

## **Other Programmes**

- “Watching Brief” programmes in which areas of extreme turbulence, high risk of exclusion and oppression or where it is particularly difficult to operate are kept under review to see when it might be possible to work. This currently applies to Somalia and Liberia where work has had to be suspended for the time being .
- “New initiatives” that arise from our own analysis or from shared analysis with other agencies.
- Programmes that we are seeking to phase out from but for which we have residual responsibilities.

| Action   | Outputs  | Objectively Verifiable Indicators  | Means of Verification  | Assumptions  |
|--|--|--|--|--|
| <p><b>Community/ Constiucy level</b><br/>Assist marginalised and excluded to take the initiative in gaining access to resources and recognition of their rights.Reducing poverty, vulnerability and social exclusion through analysing cause and effects :</p> <ul style="list-style-type: none"> <li>• Carry out participatory research and analysis to engage people in their own situational analysis and the development of common cause between groups for action and advocacy</li> <li>• Facilitate processes in understanding and analysing the impact of colonialism and globalisation on local social development processes</li> <li>• Project reveiw of existing initiatives using social exclusion analysis</li> <li>• Participatory planning for community action projects (CAPs) within an agreed common area framework</li> <li>• Workshops to increase aptitude, knowledge, inclusion, analysis and articulation on: <ul style="list-style-type: none"> <li>o the causes of exclusion, social injustice and poverty</li> <li>o rights and responsibility</li> </ul> </li> <li>• Work with socially excluded groups e.g. ethnic minorities- pastoralists, hunter gatherers and IDPs to research to influence, advocate and lobby at every level</li> <li>• Increasing the self-confidence and self-esteem through facilitated processes and accompaniment capacity building with civil society organisations</li> <li>• Work with communities and CSOs on Citizenship</li> </ul> | <p><b>Partners among the poor, marginalised and excluded of Africa that:</b><br/>Develop a keen understanding of rights and responsibility, and the dynamics of poverty and exclusion.<br/>Can articulate their analysis of the area dynamics of social exclusion.<br/>Embark on processes take into account the wider social, economic and political environment.<br/>Interact across borders (social and geographic) to carry out area level analysis of local participatory research and support each other to enter into dialogue and joint action and take responsibility for rights maintenance and advocacy.<br/>Develop confidence and a sense of security through relationships with a wider community, with similar experiences, problems, opportunities and aspirations.<br/>Develop CAPS that lead to area wide action and advocacy processes<br/>Develop and implement action plans that address local needs and take account of the area dynamic, deal with local consequences of injustice and integrate wider social action and advocacy processes.<br/>Articulate the relationship between their local analysis, their CAPs, the area wide analysis and the expected impact.<br/>Are heard in local, national and international arenas<br/>Have increased capacity and confidence to articulate their own analysis and propose policy and practice changes.<br/>Engage in strategic reviews of ACORDs role .<br/><b>Action and advocacy processes promoting a just, equitable and inclusive society by mixed groups in common cause</b><br/>Area wide programmes of action are developed that integrate the CAPs in wider action to promote socially just development, participation and accountability.<br/>People with the confidence and support networks required for effective advocacy<br/>Stronger, inclusive civil society and social movement development accountable and increasingly active<br/>Increased involvement of people, especially marginal groups, in CSOs</p> | <p># and type of area programme activities.<br/>Area programme proposal can be articulated and argued by the different groups in terms of their own context.<br/>Community members can articulate the relationship between their local action and the wider analysis.<br/>Groups from different areas and backgrounds in conflict areas communicate come together and or work together on shared social action processes.<br/># of local people involved in research, analysis, action and advocacy activities (by diversity)<br/># of CBOs, NGO's and CSO involved in the programmes.<br/>Shifts in the class/gender make up of decision making bodies and participation in public/advisory fora.<br/>Analysis of participation in local, national and area project / programme planning and implementation.<br/>Area programmes demonstrate the engagement of creative, innovative and initiative CSOs with the knowledge and attitudes required to challenge the status quo.<br/>Active CSOs working with communities and national and international actors.<br/># of joint activities across groups.<br/># and type of CAPs designed and implemented; # and diversity of people involved<br/>CAP participants can articulate the relationship between their action and the wider analysis.</p> | <p>Programme reports and budgets.<br/>Research and social fora reports.<br/>Records of the participatory analysis.<br/>CAP proposals and (including info on diversity of participants).<br/>Reports on CAP implementation and impact.<br/>Interviews with CAP partners.<br/>Situation reports on high risk areas.<br/>Response to those reports.<br/>Interviews with CSOs<br/>Advocacy materials, reports and recorded responses.<br/>Public records of meetings.<br/>CSO, NGO ad CBO records.<br/>Interviews with programme partners.<br/>Area programme proposals.<br/>Documentation of networks of CSOs.<br/>Government and UN reports.<br/>Copies and record of communication processes.<br/>Government service provider reports<br/>Reports on strategic reviews<br/>Interviews with key actors in national</p> | <p>That conflicts do not escalate to a scale the prohibits movement and working with those most marginalised</p> <p>The process is not co-opted by elites</p> <p>Governments and international institutions provide support to the process</p> <p>Civil society development is not seen as political threat by government and restricted totally</p> <p>Adherence of national governments to rights declarations and interventions and or the commitment of international bodies to address rights infringement by states</p> <p>Funders</p> |

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| <ul style="list-style-type: none"> <li>Strengthening civil society and peace initiatives</li> <li>Support local NGOs in the civil society trying to reduce conflict</li> <li>Promote a connection and dialogue between those “without power” and those “with power”.</li> <li>Work with the youth, women and subaltern men to challenge patriarchal hegemonic structures and systems</li> <li>Training, capacity building, communication, sharing experiences and support for networks.</li> </ul> <p><i>Support the poor, excluded and marginalised increase their control over the use of resources through:</i></p> <ul style="list-style-type: none"> <li>Strengthening institutional mechanisms for communication between citizens and those who exercise decision-making.</li> <li>Address the issue of resource distribution through challenging power inequalities.</li> </ul> <p><b><u>National</u></b></p> <ul style="list-style-type: none"> <li>National social fora to develop a country situation analysis for each focus areas</li> <li>Participatory research and SEA in adjacent areas to catalyse their integration into the area programme</li> <li>Watching brief on processes of marginalisation in high risk areas</li> <li>Establish strategic partnerships with other agencies and organisations</li> <li>Develop a more substantial national identity and reputation in as precursor to the implementation of a coherent area programme</li> <li>Establish and support permanent</li> </ul> | <p>Increased participation of excluded people in decision making at community level and in CSOs (e.g. women, subaltern men, slaves, lower classes/castes, pastoralists, nomads etc)</p> <p>People’s understanding and engagement as active responsible citizens</p> <p>Increased interaction and dialogue with their governments by mixed groups</p> <p>National institutions serve and work well with people at the community level</p> <p>Increased accountability of national and international actors to those on whom their policies and practices impact</p> <p>State service providers recognise and respond to the need for socially inclusive policy and practice</p> <p>Lobbying at the national and area levels</p> <p>Government institutions meet regularly with community leaders and CSO to establish common goals</p> <p>Pro poor inclusive policy and practice within government, international and local institutions</p> <p>Improved access to appropriate services - education, health, agricultural extension etc</p> <p>People-centred states that are accountable to the population</p> <p>Social fora identify and articulate common issues which lead people in areas of exclusion and conflict to find common cause and enter into joint processes and projects to analyse and address the underlying factors.</p> <p>Functioning information network between communities and other actors leading to dialogue and action.</p> <p>Functioning network of CSOs throughout the areas.</p> <p>Strengthened civil society leaders and organisations using methods and approaches that show the relation between the consequences and causes of poverty and that take structural aspects into account.</p> <p>CSOs with the capacity to lead processes on citizenship and broker dialogue with government.</p> <p>Reduction in exclusive practice and CSOs make proactive steps towards inclusion.</p> <p>CSOs initiate successful action and advocacy processes that challenge national and international complicity in conflict and exclusion.</p> <p>NGOs and CSOs effectively engaged promoting</p> | <p>Impact of caps on the consequences of injustice.</p> <p># and outcomes of social for a.</p> <p># and type of initiative resulting from social fora.</p> <p>Research data and conclusions.</p> <p># of advocacy processes.</p> <p># of government institutions /departments that have mechanisms for participation of and accountability to the people they serve.</p> <p># and effectiveness of area wide communication systems established.</p> <p># of area wide support groups; type of support.</p> <p># of national processes engaged in (diversity of participation) by key area.</p> <p>Institutional response to social activist process.</p> <p>Improvements in the access to basic services.</p> <p>Inclusive community access and engagement in decision making to the means of production.</p> <p>Changes in resource access for the marginalised and excluded.</p> <p>Inclusive participation in the process of developing national and area programmes.</p> <p># of conflict resolution processes and events.</p> <p>Changes in the way that the excluded and marginalised analyse and articulate their situation.</p> <p>Reduction in the local processes and dynamics that fuel conflict.</p> <p># of social actions to address the national and international dynamics of conflict (analysis of participation).</p> <p>Pro poor, inclusive policy and</p> | <p>processes</p> <p>Monitoring of participation against social exclusion analysis</p> <p>Area Programme reviews</p> <p>Documentation of community analysis, processes of articulation and action</p> <p>Monitoring of participation against social exclusion analysis</p> <p>Government and international policy documents</p> <p>Government and international actors annual reports</p> <p>Information map</p> <p>Documented PRA data and analysis</p> <p>Documented SEA analysis</p> <p>Area social action project proposals and reports</p> <p>Records of meetings and events</p> <p>Social action project timelines</p> <p>Research and analysis reports</p> <p>Situations analysis documents, discussion papers, articles and records of its use in events</p> <p>CBO, NGO and CSO reports and records</p> <p>Participatory monitoring process with excluded people</p> | <p>recognise the importance of supporting social justice processes in the context of middle income countries as a means of establishing the accountability and solidarity necessary to demand a fairer distribution of opportunities, services and resources</p> <p>People can withstand the interference of the external actors in the early phases of the process</p> <p>International bodies remain true to their commitment to rights</p> |
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| <p>contact between the communities and NGOs, support agencies, the private sector, local government and other government/state institutions</p> <ul style="list-style-type: none"> <li>• Training for local government institutions in responding to and serving people at the community level.</li> <li>• Capacity building of government institutions.</li> <li>• Carry out a joint strategic review in each country to develop the area analysis and strategic programme</li> </ul> <p><b>Area</b><br/>Develop a wider analysis of the social, economic and political situation of excluded people</p> <ul style="list-style-type: none"> <li>• Inclusive analysis of the outcomes of the local participatory researches with regard to focus issues; geographic relationships; and specific groups</li> <li>• Hold area wide analytical fora to: <ul style="list-style-type: none"> <li>○ to investigate social exclusion locally, nationally and internationally</li> <li>○ explore the impact of globalisation on conflict, gender relations, livelihoods and AIDS</li> <li>○ provide space for increased understanding and dialogue,</li> <li>○ develop area wide strategic action plans</li> </ul> </li> </ul> <p>Develop new approaches to work with civil society and promote area networking so that they can better influence policy, attitudes and practice and support the foundations for a sustainable peace and reconciliation and to promote the rights of marginalised people</p> <ul style="list-style-type: none"> <li>• Assist in the networking of local</li> </ul> | <p>rights of marginalised people and conflict reduction actions.</p> <p>Each country has a national identity and profile for social activism in the key areas.</p> <p>Platforms and mechanisms are used by the poor, excluded and marginalised to communicate their position and advocate for change.</p> <p>Poor and marginalised people enter into dialogue with those that make decisions that effect their lives and challenge power inequalities.</p> <p>Effective local projects are replicated as area programmes linking communities, government institutions and policy makers, NGOs, CSOs and international actors in common action.</p> <p>Participatory development and implementation of coherent social justice projects on key issues that work locally and across national boundaries.</p> <p><b>An increasingly conducive climate for peace, and durable solutions to conflicts</b></p> <p>Reduction in discrimination and the manipulation of divisions on the basis of ethnicity, class and occupational groups, religion or status of displacement, gender etc</p> <p>Increased understanding and dialogue between different groups</p> <p>Popular challenges to polarisation propaganda in the media and public statements</p> <p>Open discussion of problems between the different groups, the state and international actors</p> <p>Increased and accountable protection by the state</p> <p>Effective information flows from and to the poor, marginalised and excluded people of Africa</p> <p>Improved communication and understanding between people and organisations across areas leads to a shared analysis and systems of mutual support.</p> <p>Increased interaction and understanding between different groups in conflict.</p> <p>Improved relations between groups leading to joint social action locally, nationally and cross border.</p> <p>Government staff have the skills and attitudes required to respond rather than dictate community social development processes.</p> <p>Research and advocacy processes impact positively on policy (inclusion and pro poor).</p> <p>Reduction in discriminatory policy and practice (local, national and international).</p> | <p>practices.</p> <p># of different groups from the community to the state and international bodies sharing information and entering into dialogue.</p> <p># of marginalised and excluded people, and youth engaging in CSO and processes.</p> <p>The coherence of CSO programmes and processes to a social justice agenda.</p> <p># of joint social action programmes and processes with analysis of participation.</p> <p>Diversity of actors engaging with area programmes.</p> <p>Impact of the area programme on policies of government, NGOs, CSOs and international actors.</p> <p># of CSO networking meetings and events, internet groups, support projects.</p> <p># of area social action projects and their impact.</p> <p>Documentation of participatory research (breakdown of participation analysis).</p> <p>Process of dissemination of situation analysis and # of events, organisations and publications it is shared with.</p> <p># of new or changing rights based activities of CBOs, NGOs and CSOs working with ACORD.</p> <ul style="list-style-type: none"> <li>• # and make up of participants in the process of developing the area social justice programme</li> <li>• The impact of the rights methodology on individual understanding of the opportunities and threats of their position, social analysis of the roles and</li> </ul> | <p>on the impact of the situation analysis and rights methodology on their understanding, decision making and actions.</p> <p>People's testimonies.</p> <p>Decision making body records of participation and process.</p> <p>Records of advocacy processes.</p> <p>Reports and records of government, local decision making bodies.</p> <p>Policy documents, policy motoring processes.</p> <p>PRA over time on resource access by group.</p> <p>FAO statistics of food security.</p> |  |
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| <p>NGOs and CSOs</p> <ul style="list-style-type: none"> <li>• <i>Promote the existence of platforms for dialogue and joint reflection at all levels and to strengthen people's capacity to use these platforms.</i></li> <li>• Develop a comprehensive approach to the interrelated issues in the area</li> </ul> <p>Where appropriate replicate /extend local programmes to area programmes</p> <p>Take account of emergent changes to the environment it is working:</p> <ul style="list-style-type: none"> <li>• "Watching Brief" programmes in which areas of extreme turbulence, where it is particularly difficult to operate are kept under review to see when it might be possible to work there</li> <li>• "New initiatives" that arise from our own analysis or from shared analysis with other agencies.</li> <li>• Programmes that we are seeking to phase out from but for which we have residual responsibilities.</li> </ul> | <p>Reduced negative assumptions and discrimination against excluded groups and between ethnicities/ groups in conflict.<br/>Reduced conflict between resource users.</p> <p><b>Reduced poverty and increased food and social security</b></p> <p>The displaced gain access to land and means of production<br/>Local produce in local markets outweighs imports<br/>Reduction in conflict between resource users<br/>Small scale entrepreneurship and a people-friendly finance sector<br/>Increased social responsibility for mitigation and protection from rights abuse.<br/>A rights based methodology for working with marginalised people divided (socially and geographically) by conflict.<br/>Regular situation updates on high risk areas</p> <p><b>Socio-economic development</b></p> <p>Increased and fair local economic investment<br/>Diversification of production and income generation activities<br/>Adoption of new technologies that strengthen self reliance<br/>Increased opportunities for food and social security and income diversification.<br/>Non-exclusive systems of resource access and management.</p> | <p>responsibilities of different actors including themselves, and the resulting decisions for group action</p> <ul style="list-style-type: none"> <li>• # of poor, marginalised or excluded people or groups entering into decision making processes that they were previously excluded from</li> <li>• # of poor, marginalised and excluded people engaged in active advocacy processes; response of existing decision makers to their involvement.</li> <li>• Changes in policy, strategy and practice that discriminate and disempower people</li> <li>• # of common cause ventures embarked on; participation of people, groups and organisation (by status)</li> <li>• Progress towards equal access to resources, food and social security.</li> </ul> |  |  |
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## Annex II - Thematic Programme

**Goal: Social justice in international and national social, economic and political policy and practice.**

**Objective** To bring about the change required to achieve social justice in particular thematic areas by facilitating learning, research, analysis and advocacy through linking between Area Programmes, between ACORD and other organisations (in the North and in the South) and between levels from the local to the global.

**Livelihoods** – strengthening the livelihoods of people on the margins of African societies

**HIV and AIDS** – reducing the spread and mitigating the economic, social and psychological impact of HIV and AIDS on individuals and communities in Africa

**Conflict** – creating the conditions conducive to reconciliation between war affected peoples, resolution between warring parties and accountability between international actors and their national hosts

**Gender and other forms of discrimination** – enabling those we work with and ACORD itself to work for gender equality and to overcome other forms of discrimination and social exclusion

**Strategy** *Although ACORD's involvement with national institutions such as NGOs and the authorities has not always been part of explicit strategies designed to empower communities to influence institutions to change their laws and practices or otherwise creating a more enabling environment they have often used their good relations and credibility to influence change when opportunities have arisen. It is these opportunities that ACORD seeks harness through the thematic programme. As ACORD strengthens its partners understanding of the Africa wide and global forces that directly affect them our programmes will need to relate specifically to channelling or challenging these forces. This is consistent with the analysis and direction behind ACORD's social action programme and suggests how the two could underpin all future programming.*

- Facilitating learning, research, analysis and advocacy that links Area Programmes, and ACORD with other organisations (in the North and in the South) and by working across the levels from the local to the global.
- Provide a focus for learning, research, advocacy and, most importantly, the inclusion of some of the poorest and most marginalised people in the world into the process of promoting social justice as the basis for their development and well being.

### **Conflict**

**Rationale** Conflict dynamics transcend national/administrative borders and are influenced by external processes (e.g. oil exploitation in south Sudan, environmental degradation in Mali etc). Our work on conflict will reflect this by establishing critical enquiry, analysis and action programmes that transcend borders and continents.

**Programme Aim** To create a climate conducive to reconciliation between war affected peoples, resolution between warring parties, and accountability between international actors and their national and local hosts.

### **Programme objectives**

- To articulate at national and international levels key issues arising from specific conflicts affecting places our area programmes work in
- To inform and contribute strategic direction to ACORD's material interventions in specific conflict situations
- To research global perceptions and policy concerns regarding conflict within area programmes at a local level and use this to influence how governmental and non-governmental actors approach conflicts, conflict resolution, peace-building and reconciliation

### **Sub-themes**

Masculinities and Conflict Impunity. Governance and Conflict Globalisation. Exclusion & Conflict.

## **Gender and Exclusion**

**Background** One of the most obvious forms of inequalities as a result of social exclusion is gender-based discrimination. A society cannot grow when any of its components are excluded and marginalised. A strong and effective social movement needs the contribution of men and women who exercise their rights and achieve their full potential as individuals and as members of society. ACORD will consider all work in programmes and social action processes, conflict, HIV and livelihoods from a gender lens.

**Programme Aim** To develop a more inclusive and more firmly rights-based approach to gender than has been articulated to date.

### **Programme Objectives**

- To consolidate and extending what we have already achieved in terms of institutionalising gender policy
- To address areas of work emerging from Social Exclusion Analysis, e.g. domestic violence, FGM, domestic/sex workers, masculinities and subaltern men
- To reinterpret gender as a concept, e.g. gender and rights, men and masculinities, challenges to theoretical underpinnings (queer theory, neo-Darwinism)
- To chart links to the other themes and 'engender' their work

## **Sustainable Livelihoods**

**Background** ACORD's work in a particular location has often been in response to a crisis of vulnerability caused by events such as floods, drought or conflict. While these events have sometimes served to create donor interest the most significant consequence for ACORD is the readiness of communities to bring about change to address the causes of the crisis. This increases the chances of agencies being able to support a dynamic of change that is indigenous and rooted in the community rather than dependent on outside agents.

**Rationale** Although many of Africa's poor live in rural areas<sup>1</sup> with climates and soils that are vulnerable to events such as droughts, floods or other combinations of unpredictable rainfall, the common factor affecting both the urban and rural poor people is their political, social and economic marginalisation (or exclusion). This form of social injustice prevents – or at the least discourages – those most in need from responding effectively to the challenges facing them:

- **either** because they are unable to accumulate the human, social, natural, financial or physical assets that they need in order to enhance their livelihood strategies
- **and / or** because a range of institutions from local to global levels establishes laws, cultures and policies that prevent them from doing so.

**Strategy** The combination of social injustice and material poverty needs to be addressed at both levels i.e. in terms of material interventions that seek to strengthen the assets of poor people and in terms of support to the development of institutions that enable rather than impede the efforts of the poor to help themselves.

**Programme Goal** Livelihoods of people on the margins of African societies are increased and are more secure

### **Programme Purpose**

To enable those we work with on the margins of African societies to manage improvements to the security and sustainability of their livelihoods (through increased access to the assets they require and reduced vulnerability to natural or institutional shocks and restrictions that prevent the sustainable exploitation of those assets.)

### **Programme Objectives**

- ◆ **Individuals have an Asset base that is sufficient to meet their needs** Individuals and groups within communities of poor people have the capacity and confidence to defend their rights and meet their responsibilities in order to increase their human, social, financial, natural and physical capital.
- ◆ **The institutional environment is supportive to the livelihood strategies of individuals and communities on the margins of society**

## **HIV and AIDS**

**Objective** To reduce the spread of HIV/AIDS in sub-Saharan Africa and mitigate its economic, social and psychological impact on individuals and communities.

### **Principles**

**HIV/AIDS is a development issue:** HIV/AIDS affects not only people's health, but all aspects of development; ACORD will integrate HIV/AIDS awareness in all its work, both at the programme and internal organisational level.

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<sup>1</sup> This remains true despite the rapid urbanisation of Africa and the increasingly strong links between rural and urban areas.

**HIV/AIDS is a poverty issue:** Our work will prioritise research highlighting the links between HIV/AIDS and poverty to feed into advocacy initiatives at the local, national and international level aimed at increasing the level of resources committed to both prevention and care work.

**HIV/AIDS is a gender issue:** The links between gender inequalities and the spread of HIV/AIDS, especially among vulnerable young women means that ACORD will engage in research, dialogue and awareness-raising and the use of innovative methodologies to challenge the unjust distribution of power and resources.

**Community participation :** In recognition of the unique insights and understandings that reside within individuals and communities, ACORD will ensure active community involvement in the search for and implementation of strategies aimed at addressing HIV/AIDS-related problems.

**Challenging stigma and working with PLHAs:** ACORD is committed to challenging the stigma still attached to HIV/AIDS status through our work at all levels. We are also committed to involving people living with HIV/AIDS (PLHAs) in the planning, design and implementation of our programmes in order to enhance our effectiveness, as well as our accountability to those either directly or indirectly affected by HIV/AIDS.

**Promoting judgment-free responses:** Recognizing and respecting the rights of individuals to freedom of choice in relation to their own sexuality and sexual behavior (provided these do not infringe the rights and dignity of others), ACORD will ensure that all materials produced and disseminated will avoid passing judgment and/or imposing a moral stance on people, but rather focus on transmitting information as accurately and objectively as possible.

**Strategy** Work in partnership with communities, NGOs and organisations in the public and private sectors; Promote and support community-led initiatives and through research, networking and advocacy aimed at influencing debates, policy and practice at all levels; Work in partnership with communities. Interventions, research and advocacy - construct effective linkages between the 3 core components of the programme: direct interventions, research and advocacy.

| <u>Conflict Activities</u>   | <u>Outcomes</u>   | <u>OVI</u>   | <u>MOV</u>  | <u>Assumptions</u>  |
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| <p>Consensus Building workshop.<br/>Multi-area local level critical enquiry and analysis.<br/>Internal Review and Analysis.<br/>Facilitate alliances between groups with common cause. Develop shared advocacy/ lobbying/ influencing positions.<br/>Create new opportunities for dialogue.<br/>Provide psychological rehabilitation - local healing mechanisms and modern healing methods where they are not in contradiction with the context.<br/>Rebuild the social fabric: promoting dialogue and reconciliation between groups through working in mixed associations, revitalisation of traditional mechanisms for conflict transformation (involving women and youths) and initiating peace education programmes in schools and other youth organisations.<br/>Assist people in conflict situations to rebuild "normal" living conditions by providing humanitarian responses and facilitating socio-economic integration</p> | <p>Area programmes able to work both <i>in</i> and <i>on</i> conflict situations<br/>Area programmes able to engage with local people on joint research and analysis of their conflict situation .<br/>Material interventions which weaken rather than strengthen conflict dynamics.<br/>Area programmes able to develop positions on policy processes affecting that area on the basis of local research combined with comparative perspectives from other area programmes and wider policy debates.<br/>Local actors with a clear analysis and vision of the factors in their conflict situation and how these relate to wider dynamics.<br/>Local actors with an ability to build alliances and common cause with other players at the local, national and international levels.<br/>Area programmes and other local actors able to create space for dialogue around specific conflict issues and situations</p> | <p><b>#</b> of area programmes working <b>in</b> conflict situations;<b>#</b> of are programmes working <b>on</b> conflict issues<br/><b>#</b> of programme reviews (diversity of participation in the process)<br/>Links between people in different countries effected by the same conflict dynamic<br/>Critical analysis of the conflict dynamic shared by ACORD and different groups in the area<br/>Coherent rationales, strategies and implementation plans for interventions that reflect the analysis and articulate their role in weakening the conflict.<br/>People taking specific action to reduce social divisions and thus opportunity for manipulation<br/>Local groups active in articulation and advocacy for policy positions (diversity of membership)<br/>Mapping of the wider conflict dynamic is understood and articulated by the people it effects<br/><b>#</b> of common cause groups emerging by their membership - local, national and international actors<br/><b>#</b> of processes of dialogue on specific conflict issues and situations<br/><b>#</b> of advocacy processes, their target, diversity of</p> | <p>ACORD annual report<br/>Programme reports<br/>Project reports<br/>Programme review reports<br/>Critical enquiry and analysis records<br/>Interviews with programme partners<br/>Reports and records of advocacy processes<br/>Programme participation records<br/>Group reports and records<br/>Map of conflict dynamic and the presentation of it by partners<br/>Programme records – videos, oral testimonies, photographs<br/>Earning form peace initiative reports</p> | <p>The security situation is manageable<br/><br/>National and international actors are open to listening and do not use intimidation and violence to silence people</p> |

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| <p>in ways that empower people and respect their self-esteem and dignity. Economic alternatives to war e.g.</p> <ul style="list-style-type: none"> <li>◆ “Earning from peace” specifically targeting the youth and young ex-fighters</li> <li>◆ Improve people’s livelihoods and security:</li> <li>◆ Increasing people’s access to financial resources through micro-finance and skills through training.</li> <li>◆ Empowering communities to defend their rights through unions and other appropriate organisations</li> <li>◆ Targeting income security through income generating activities as well as access to, and control of, markets.</li> </ul>  | <p>National and international actors being regularly held to account for the impact of their politics and policies at a local level.</p> <p>Influence on key international policy debates</p> <p>Local interventions that provide humanitarian assistance or facilitate socio-economic responses that empower people to reclaim dignity and self –esteem – demobilised soldiers, victims of violence, IDPs, returnees etc.</p> <p>Local interventions that assist in the rebuilding of the social fabric in ways that limit the re-emergence of the opportunity for division and conflict. Earning from peace initiatives encourage ex fighters and youth to disengage from the conflict dynamic</p>  | <p>participants in the process</p> <p>Partner groups can articulate the opportunity availed by rights legislation</p> <p>Local people engaged in research and analysis on issues of interest</p> <p># of local interventions working on: social exclusion, discrimination, victimisation, social integration of returnees, demobilised and victims of violence and stigma</p> <p># of interventions and type working on resettlement, access to the means of production; psychological rehabilitation</p> <p># of people accessing training in advocacy, negotiation skills</p> <p># people with improved / increased access to national and international information</p> <p># of youth and ex fighters involved in earning from peace initiatives; their analysis of the conflict dynamic and their role in it</p>  | <p>Programme and local intervention monitoring process documentation</p>  |   |
| <p><b><u>Gender Activities</u></b></p> <p>Set up a policy and task force to promote and monitor adherence to gender policy within ACORD and monitor the impact on partner processes; transfer gender policy literacy to other organisations and institutions.</p> <p>Develop gender training materials and strategies from programmes, and integrate into the development of other training materials.</p> <p>Take ACORDs practical and strategic experience of gender into the ongoing debates - institutionalising and mainstreaming gender, masculinities, rights based gender processes etc.</p> <p>Address new areas of work through participatory research, analysis, comparative learning, strategy development, identifying appropriate methodologies, articulation and networking such as: Female Genital Mutilation; Domestic violence; Domestic and sex workers; Sexual health and family planning; Masculinity, gender ethnic identities, subaltern</p> | <p><b><u>Outcomes</u></b></p> <p>Programmes adhere to the ACORD gender policy because they understand the implications for sustainable social development and reduced vulnerability. Programmes and local interventions with clearly implemented gender strategies.</p> <p>Gender policy literacy processes impact on organisations and institutions gender mainstreaming processes; going beyond ‘Gender is Women’ to explore the wider dynamics of gender discrimination and discriminatory gender socialisation e.g. in the context of poverty, conflict, HIV, social dysfunction, age relations etc.</p> <p>ACORD staff and partners taking gender research and analysis to the academic and policy domain. Programme and local initiative partners critically aware of the dynamics and impact of gender discrimination on sustainable development.</p> <p>Gender research positively impacting local, national, attitudes and behaviour and international and academic thinking</p> | <p><b><u>OVis</u></b></p> <p>Gender policy task force actively engaging in and organising policy analysis and debates within ACORD and with other organisations and interventions</p> <p>ACORD programmes with clearly articulated gender policies, strategies and research plans /outcomes.</p> <p>Programme activities demonstrate an understanding of the systemic nature of sexism and avoid WID approaches unless justified through thorough analysis</p> <p>Gender work is inclusive and not exclusive to women</p> <p># of partner groups articulating and acting on their analysis of systemic gender exclusion and its impact on sustainable development.</p> <p>Public discussion on controversial issues – FGM, slave/master relations, sexuality, domestic violence, gender based violence, youth and sex, gender ethnic stereotyping etc – placing them in the global, national and traditional socio-</p> | <p><b><u>MOVs</u></b></p> <p>Records of task force meetings and activities</p> <p>Programme and research reports</p> <p>Programme proposals, log frames and progress reviews</p> <p>Gender analysis maps</p> <p>Social exclusion analysis documentation of sexism and related systems of exclusion</p> <p>Programme participation/ inclusion records</p> <p>Partner group records of activities and</p> | <p><b><u>Assumptions</u></b></p> <p>Donor budget lines do not prohibit funding for wider gender work – that they too have a wider analysis and shift towards a holistic approach to dealing with systemic sexism rather than WID approaches</p> |

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| <p>men; Sexuality and rights. Reinterpreting gender as a concept - Research the foundations of gender, theory of biogenetics, queer theory, psychodynamics; Link academic research with participatory social exclusion analysis and in area and other thematic programmes. Develop practical approaches to dealing with systemic gender exclusion from the local to the global. Engage in the development of new thinking on gender through contributing to networks, seminars, internet debates and publications. Maintain and extend academic, policy and practitioner gender networks. Integrate gender learning into other themes and methodological</p>  | <p>and policies – awareness of the wider dynamics of gender leads to more holistic responses. Analytical publications and materials developed with and from local knowledge and experience are being used by a wide international audience. Involvement in gender networks and fora creates opportunities for sharing and learning for excluded groups across borders (geographic and social). Civil society groups organised around gender interests engage with the Africa social movement. Methodologies developed, used and evaluated are recorded and shared. Local groups, CSOs, NGOs, INGOs etc. use ACORD methodologies and access methodological support</p>   | <p>economic context<br/># of publications, fora and events organise, attended/ distributed and responses of readers/ participants demonstrate a deeper analysis of gender issues<br/><br/># of networks joined/ set up, their social and geographic profiles, and focus .<br/># of gender focused groups participate in national, Africa and world social for a.<br/>Methodologies recorded and written up,<br/># of organisations using ACORD methodologies and support and their evaluation of them .</p>   | <p>events<br/><br/>Partner group interviews<br/><br/>Network, fora and event reports<br/><br/>Publications<br/><br/>Methodology documentation and manuals, and evaluation records</p>  |  |
| <p><b>Sustainable Livelihood Activities</b><br/>Economic and policy literacy training<br/>Facilitate access to credit and inputs.<br/>Facilitate community action planning and support them to develop the initiatives and seek funding.<br/>Conduct joint research, analysis and planning exercises with other relevant agencies including those we are seeking to influence. <i>E.g. Implications of globalisation, law (land tenure), AIDS, gender and other forms of discrimination on livelihood strategies; Sources of livelihoods for the different categories of people that we work with and trends in these strategies; Trends in poverty and wealth amongst different groups across Africa including an understanding of what is happening now and who is winning and loosing; The capacity of different groups to shift, change or diversify their livelihood strategies; The local links from rural to urban areas; The roles of different institutions in mediating livelihoods?</i><br/>Map of institutional, policy and process</p> | <p><b>Outcomes</b><br/>Communities develop inclusive and sustainable livelihood strategies that respond to their understanding of local and micro-macro relationships. Communities act on their analysis of social exclusion and establish inclusive practice and socially just communal resource management and access. Interest groups within communities organised to advocate for socially just resource access and management. Communities and civil society groups map out and analyse the impact of the national and international policy environment on their livelihood strategies and take action to mitigate impact and advocate for opportunity, access and state protection from exploitation. Programme partners able to analyse and articulate the impact of global policy and practice on their livelihoods and recognise the relationship between problems they face and those of others in Africa, and in the North. Communities and civil society groups</p> | <p><b>OVI</b><br/>Poorer and marginal groups increase access communal resources and the means of production.<br/><br/>Marginalised and excluded groups are more active in communal processes; other community members analyse and articulate their role in the marginalisation and exclusion of others and take action to correct it.<br/><br/>Marginalised and excluded groups have fair access to communal resources.<br/><br/># of people accessing economic and policy literacy training.<br/><br/># of advocacy processes embarked on by communities and civil society groups; # of links with support groups.<br/><br/># meetings between partners and the state. Changes in state –community/civil society relations that have a positive impact on people's capacity to improve their livelihood strategies.<br/><br/># of advocacy processes to challenge external</p> | <p><b>MOVs</b><br/>Annual participatory monitoring and evaluation using PRA techniques – against indicators set by the partners communities<br/><br/>Programme reports. Workshop reports. Community action plans and records.<br/><br/>Interviews with marginalised and excluded people and with other members of the community<br/><br/>Advocacy materials and records of processes and responses from the state and external actors<br/><br/>Map of networking</p> | <p><b>Assumptions</b><br/>People get the assistance they need to survive hazards while they put their mitigation strategies in place</p> |

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| <p>environment that shapes the interaction between individuals and communities/associations on the one hand and state and non-state institutions on the other.<br/>Develop methods to identify and address institutional policies and practices that dis-empower those we work with.<br/>Alliancing and networking with other agencies to influence those that we cannot influence directly.<br/>Advocacy and influencing strategy with others on macro level issues affecting those that ACORD works with such as the structure of globalisation itself and the rules it produces on land rights, economic policy etc.</p>  | <p>organised for advocacy to reduce external hindrances and exploitation. Communities and civil society organise to harvest opportunities availed through information and analysis to make their livelihood strategies more robust. Area (geographic) and Issues specific research and networking results in common cause /support groups and appropriate ACORD programming responses<br/>ACORD, civil society groups, NGOs and other organisations and institutions develop a shared analysis and common cause in their strategies and actions, strategies<br/>Programmes partners across Africa come together to develop advocacy on issues of globalisation and livelihoods.</p> | <p>interference and exploitation; # of links with support groups or groups in common cause.<br/><br/>Changes in their relationship between communities/civil society and external bodies that impact on their capacity to sustain and improve their livelihoods.<br/><br/>The existence of common cause groups. # of partners attending the Africa and World social fora.<br/><br/>Increased incomes for farmers with limited landholdings, pastoralists, and informal sector micro business people.<br/><br/>Increased availability and range of microfinance services.<br/><br/>Improved food security.<br/><br/>Reduction in poverty.</p>   | <p>and support links<br/><br/>Research doc's. and the materials and processes developed from it.<br/><br/>Common action between civil society groups, communities, ACORD, NGOs and other organisations<br/><br/>Interviews with state and international actor policy makers<br/><br/>Media coverage of advocacy processes</p>   |                                  |
| <p><b><u>HIV AIDS Activities</u></b><br/><b><i>Interventions</i></b>- Prevention; Care for PLHAs and their families; Mitigation of impact; Capacity-building; Networking and advocacy.<br/><b><i>Research and Advocacy - Global Socio-economic context; Impact on communities; Community-based responses; Gender-transformation methodologies; Poverty alleviation strategies; HIV/AIDS &amp; conflict; Resource allocation North - South, and within the South; The role of the private sector; The impact of Structural Adjustment Programmes and international trade agreements on poverty &amp; the spread of HIV/AIDS in Africa; Responsibility between state, local governments and communities;</i></b></p> | <p><b><u>Outputs</u></b><br/>People with informed access to condoms, counselling, treatment, legal support.<br/>People understand the relationship between gender, social relations and traditional practices and HIV infection and AID's management and take action to address negative impacts and take opportunity in positive social processes. Critically aware traditional healers and birth attendants, local leaders, peer educators, staff and CBO's and support institutions.<br/>PLHA's accessing appropriate home based care.<br/>Improved livelihood strategies among communities at risk.<br/>Communities across Africa meeting and</p>                               | <p><b><u>OVis</u></b><br/># condoms accessed.<br/># of people accessing counselling, treatment and legal support.<br/>Families and communities, changing practices that facilitate HIV spread and make living with AIDS more difficult.<br/>Traditional healers and birth attendants integrating knowledge of HIV and AIDS into their practices and advice.<br/>Peer educators, staff, CBOs and support institutions with clearly articulated analysis of HIV AIDS in the local context.<br/># PLHA's accessing home based care and their assessment of its relevance to their situations.<br/># of IGA and credit projects in at risk communities (see <i>sustainable livelihoods log</i>).<br/># of communities with action plans to address HiV and AIDS.</p> | <p><b><u>MOV</u></b><br/>Programme monitoring systems.<br/>Programme reports.<br/>Counselling, treatment and legal support providers records.<br/>Home based care – service providers records<br/>Community interviews<br/>Interviews with PLHA<br/>Interviews with traditional healers, birth attendants, local leaders, peer educators, CBO's and support institutions.</p> | <p><b><u>Assumptions</u></b></p> |

<sup>2</sup> Knowledge, Attitudes, Practices and Behaviours (KAPB) studies are usually the starting point of any HIV/AIDS interventions and serve as a vital source of baseline data.

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| <p><i>Access to treatment; Access to voluntary counselling and testing; What works and what doesn't (interventions, prevention, care &amp; mitigation).</i></p> <p><b>Area programme focus</b> KAPB<sup>2</sup> studies; Gender issues; Conflict; Impact of interventions; Impact on communities/livelihoods.</p> <p><b>Programme/country focus</b></p> <p>Increasing political will &amp; commitment of the state(s) ; Increasing resources for care &amp; support for affected individuals &amp; communities; Advocacy against cultural practices that enhance the spread of HIV; Equal opportunities, treatment &amp; credit access for PLHAS; Integrating sex education in the school curriculum</p> <p><b>Annual conferences</b> involving all HIV/AIDS staff &amp; partners from area programmes to provide an opportunity for sharing research findings &amp; experiences</p> | <p>sharing information about HIV AIDS, its impact and mitigation strategies.</p> <p>Civil society groups involved in national and international advocacy processes .</p> <p>More informed processes resulting from participatory research and analysis – community action plans, advocacy, support systems etc.</p> <p>Community participation in impact assessment of HIV AIDS interventions local, national and international.</p> <p>People critically aware of the global dynamics of HIV and AIDS and state, institutional and private responses and empowered to take action to reap the benefits and challenge the negative impacts, demand accountability and influence policy and practice.</p> <p>Reduction in discrimination against PLHA's and their families and friends.</p> <p>Critically aware school children that adopt safe behaviour.</p> | <p># of people engaged in networks and meetings.</p> <p># of community member sin HIV AIDS intervention impact assessments; # of assessments; dissemination of assessment conclusions.</p> <p># of people engaged in local, national and international advocacy on HIV AIDS issues.</p> <p>Policy and practice of private institutions demonstrates social conscience.</p> <p>Policy and practice of state institutions is non-discriminatory and is responsive to community analysis and civil society advocacy.</p> <p># PLHA living without oppression in their families and communities.</p> <p># of countries with sex education as part of the national curriculum.</p> <p># of people attending the ACORD Pan African HIV AIDS conference and their assessment of it</p> | <p>Programme network maps.</p> <p>Community action plans.</p> <p>Impact assessment documentation and dissemination records.</p> <p><i>Sustainable Livelihood Programme monitoring and reports.</i></p> <p>Advocacy materials and records of process</p> <p>HIV AIDS policies of private and state institutions, state ministries and international bodies</p> <p>National education curricular</p> |  |
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## **Annex 3 : Social Action Programme – 2003 to 2006 - ‘Programming for Social Justice’.**

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| <b><u>Vision:</u> Society in which citizens are equally able to achieve their rights and responsibilities</b>  |   |
| <b><u>Goal:</u> Social justice in international and national social, economic and political policy and practice</b>  |   |
| <b><u>Overall Objective</u></b>  | <b><u>Programme Objective</u></b>   |
| <b>An African Social Movement capable of bringing about social justice and development</b>   | <p><b>The excluded and marginalized, in the areas of Africa that ACORD works in, act on their own interests and perspectives through organisations and processes which include them in African and global civil society and movements.</b></p> <ul style="list-style-type: none"> <li>• More awareness and resistance amongst communities and individuals</li> <li>• Stronger groups and associations</li> <li>• Stronger social movements</li> <li>• More supportive development actors</li> </ul> |
| <b><u>Strategy</u></b>   |   |
| <p><b>Facilitate the development of social action processes in ALL ACORD programmes<sup>3</sup> in 18<sup>4</sup> countries across Africa and engage with other organisations</b></p> <p><b>Facilitate the inclusion of those most negatively effected<sup>5</sup> by global policy and practice in:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Processes that seek to hold international and national institutions to account and make globalisation work for them</li> <li><input type="checkbox"/> The analysis and articulation of the impacts of global and national policy on their lives; through inclusive participatory processes and strengthened institutions that give them voice</li> <li><input type="checkbox"/> The use of information and communication to advocate for socially just policies, practices and approaches; alternatives to unjust policies; and the opportunity to take advantage of the benefits of sound policy</li> </ul> <p><b>Participate in the development of common cause movements – Africa, south - south, north-south (including the African Diaspora)</b></p> |   |

<sup>3</sup> Currently 44 interventions within 12 Area programmes, and 4 thematic programmes

<sup>4</sup> Sudan, Eritrea, Ethiopia, Somalia, Uganda, Tanzania, Rwanda, DRC, Burundi, Mali, Mauritania, Burkina Faso, Chad, Angola, Namibia, Mozambique, Botswana

<sup>5</sup> The excluded and marginalised in Africa

### **Expected Outputs**

- Dynamic, articulate and inclusive Africa Social Movements that are respected and listened to by national and international policy makers
- An increase in pro-poor and responsive national and global policy and practice, and participatory social justice monitoring of policy
- Increased understanding and common cause among northern civil society organisations and movements (including the African Diaspora) that the need for socially just globalisation is an imperative for sustainable global development
- A shift in thinking from 'Africans as victims and dependent beneficiaries' to one of 'Africans as participants' (including African's self perception)
- Increased creative interaction between communities, civil society, movements and academia south and north that improves the information and analysis available for advocacy, policy formation and social justice monitoring
- A shift from northern NGO intellectual, process and programme ownership towards common cause joint programming between northern NGOs and with their African partners – thinking global and acting together

### **The excluded and marginalised people of Africa that ACORD works with:**

- Represent their own interests and perspectives through their own accountable organisations/processes
- Understand and foster participation, social inclusion and justice as their right and responsibility
- Analyse and challenge their own prejudicial assumptions that exclude others\*, make them vulnerable to manipulation (conflict, exploitation) and collude with injustice through inaction \* *women, other ethnic groups and religions, the displaced, children, the girl child, youth etc*
- Are proactive in checking the balance between global values and rights and the protection of their cultural/religious identity as enshrined in those very rights (*challenging a monoculture that espouses western values as THE VALUES*)
- Have the capacity to research and analyse, use their knowledge and experience of, underlying dynamics of exclusion and exploitation that create social injustice, and the impacts of global policy and practice on their lives to inform policy debates and develop their own programmes of action
- Are proactive in demanding and maintaining justice, equity and accountability both within their own society and from civil society organisations, government and international institutions using recourse to national policy and international rights legislation, declarations and charters
- Have engaged with civil society organisations, the Diaspora and the emerging Africa social movement as active participants and hold them to account as they represents their interests
- Are linked to others \* in common cause to further their development and advocate for social justice, arming themselves with information from their programmes to contradict the dynamic of injustice, challenge those with power and demand accountability.\* *south-south, north- south, academics, unions, UN bodies and the state etc*
- Are economic and social policy literate (e.g. National and International - PRSPs, debt relief conditionality, service privatisation) and have an understanding of the impact of micro macro relations on their development

| Action   | Outputs  | Objectively Verifiable Indicators  | Means of Verification   | Assumptions  |
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| <p><b>1. Participation of the excluded and marginalised people of 18 African countries in the development of an inclusive Africa Social Movement</b></p> <p><b>1.1 Building the confidence and capacity of the excluded and marginalised of Africa to participate in local, national and international policy debates, strategic planning processes and movements</b></p> <ul style="list-style-type: none"> <li>• Work with our partners to research, analyse and articulate the impact of globalisation at the micro level</li> <li>• Carry out participatory social exclusion analysis in each programme and on each theme</li> <li>• Facilitate policy literacy training for our partners, CSOs and NGOs</li> <li>• Facilitate assertiveness training, and articulation, presentation and advocacy skills acquisition</li> <li>• Work with our partners on Strategic planning from participatory analysis</li> </ul> <p><b>1.2 Working with the excluded and marginalised populations in 18 African countries to acquire capacities, competencies and opportunities in the use of communication and information for their own advantage</b></p> <ul style="list-style-type: none"> <li>• Equip and train partner groups for e-networking</li> <li>• Facilitate networking partners, CSOs, NGOs, government and international agencies within their countries and regions</li> <li>• Facilitate networking of partners, CSOs, NGOs, government and</li> </ul> | <ul style="list-style-type: none"> <li>• 20 social exclusion analysis workshops</li> <li>• 20 policy literacy projects</li> <li>• Policy literacy training manual</li> <li>• 16 accompanied participatory research and analysis processes on the micro impact of globalisation (12 areas, conflict, gender and exclusion, livelihoods and HIV)</li> <li>• 12 national analysis papers, 4 thematic papers</li> <li>• 16 advocacy and articulation projects</li> <li>• 16 strategic action plans to promote socially just globalisation (12 areas and 4 themes)</li> </ul><br><ul style="list-style-type: none"> <li>• Partners in 44 programming initiatives using the internet for research and networking</li> <li>• Partners in 44 programming initiatives linking with like minded groups nationally and internationally</li> <li>• Socialisation of knowledge through 16 annual participatory programme review processes and 16 participatory programme review meetings</li> </ul> | <ul style="list-style-type: none"> <li>• SEA workshop and Policy literacy training project reports and participant evaluations – diversity of participation</li> <li>• #, coverage and means of disseminating research and analysis papers</li> <li>• Quality of research and analysis presentations made by partners</li> <li>• # strategic action plans being implemented</li> <li>• # of local advocacy initiatives</li> <li>• # of partners groups embarking on their own research, analysis and advocacy processes</li> <li>• Inclusion of excluded groups in all processes</li> </ul><br><ul style="list-style-type: none"> <li>• # of internet accessible computers available to partners</li> <li>• # of partners trained to use the internet – diversity of participation</li> <li>• # of partners attending national and international events – diversity of participation</li> <li>• The emergence of joint research and advocacy ventures across groups and borders</li> <li>• # of APR processes; # of</li> </ul> | <ul style="list-style-type: none"> <li>• Reports of workshops, research, analysis and policy literacy projects</li> <li>• Attending presentations, advocacy events of partners</li> <li>• Programme annual reports</li> <li>• Monitoring reports of the strategic action plans</li> <li>• Training manuals SEA and Policy Literacy</li> <li>• Programme inclusion monitoring</li> </ul><br><ul style="list-style-type: none"> <li>• Programme visits</li> <li>• Programme annual reports and accounts</li> <li>• Partner interviews</li> <li>• Reports of joint ventures</li> <li>• Programme inclusion monitoring</li> <li>• Annual Review reports</li> <li>• Directory of lessons learned and case studies</li> </ul> | <ul style="list-style-type: none"> <li>• Partners are not intimidated by the national political environment</li> </ul><br><ul style="list-style-type: none"> <li>• Work with local internet and telecom providers facilitates internet access in marginal areas</li> <li>• The political environment allows for internet access</li> <li>• Access to the required expertise</li> </ul> |

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| <p>international agencies on key themes – conflict, gender and exclusion, HIV and Livelihoods</p> <ul style="list-style-type: none"> <li>Facilitate networking of partners, CSOs, NGOs, government and international agencies south-south on globalisation and themes</li> <li>Facilitate networking of partners, CSOs, NGOs, Diaspora and international agencies north-south</li> </ul> <p><b>1.3 Facilitating the participation of the excluded and marginalised in 18 African countries to engage in national, continental and international social fora</b></p> <ul style="list-style-type: none"> <li>Organise and facilitate national social fora in 18 African countries</li> <li>Organise and facilitate 4 Pan-Africa thematic fora on HIV, conflict, gender and exclusion, and livelihoods</li> <li>Work with representatives to prepare themselves to participate in the Africa Social Forum, and facilitate their participation</li> <li>Work with representatives to prepare themselves to participate in the World Social Forum, and facilitate their participation</li> </ul> | <ul style="list-style-type: none"> <li>Partners actively participate in national and thematic social for a; the Africa social forum, the world social forum</li> <li>18 national social fora on globalisation</li> <li>4 pan African thematic for a reflecting on globalisation</li> <li>Partners participate in and present their position at the Africa Social Forum and World Social Forum</li> <li>A paper pulling together the conclusions of the 24 social fora</li> </ul> | <p>participants (by diversity); methods of engagement</p> <ul style="list-style-type: none"> <li># of APR meetings; #of participants (by diversity)</li> <li># of partners ( by diversity) participating in the national, thematic, Africa and World social fora</li> <li># of partners ( by diversity) presenting at the national, thematic, Africa and World social fora</li> <li>Dissemination of 24 social fora outcomes - means and coverage</li> <li>Publication of a concluding situation analysis on the impact of globalisation on the excluded and marginalised of Africa and the articulation of alternatives from their perspective</li> </ul> | <ul style="list-style-type: none"> <li>Social fora reports and documentation</li> <li>Documentation of presentations written and visual</li> <li>Programme annual reports</li> <li>Programme accounts</li> <li>Africa and World Social for participant feedback</li> <li>The concluding publication</li> <li>Interviews with programme partners</li> </ul> | <ul style="list-style-type: none"> <li>Those wanting to participate find the political space to do so</li> </ul> |
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| <p><b>2. Campaign for global<sup>66</sup> justice</b></p> <ul style="list-style-type: none"> <li>• Transform the ACORD London role to one of networking and resourcing</li> <li>• Organise and facilitate social fora with African Diaspora groups in London</li> <li>• Work with Diaspora representatives to prepare themselves to participate in the Africa Social forum and facilitate their participation</li> <li>• Work with Diaspora representatives to prepare themselves to participate in the World Social Forum and facilitate their participation</li> <li>• Produce development education materials and facilitate learning processes based on the research and analysis of our partners in Africa and the Diaspora for northern civil society groups and movements in Europe and Canada</li> <li>• Work with a wide variety of NGOs, civil society, Diaspora and movement groups, academia and the ACORD Assembly members to organise multi media, multi faceted campaigns in London to highlight the common concerns of African and the British civil society in the context of socially just globalisation</li> <li>• Organise a high profile Socially Just Globalisation event in London</li> </ul> | <ul style="list-style-type: none"> <li>• A smaller London office not involved in programme management, but equipped for networking, campaigning and resourcing</li> <li>• A north-south social forum in London</li> <li>• Diaspora representative attend the Africa and World Social fora</li> <li>• Development and dissemination of education materials targeting the public, and civil society and the Diaspora groups in London - video, work packs, workshops, workshop manuals, information leaflets etc.</li> <li>• A series of meetings /events on specific areas and themes<sup>7</sup> to pull together the knowledge, experience and energy of like minded organisations and institutions using the outcomes of ACORD research, analysis, social fora as a catalyst for developing common cause</li> <li>• A launch of ACORD's global programme based the conclusions of the Africa, London and Canada programme processes</li> <li>• High profile popular event in London</li> </ul> | <ul style="list-style-type: none"> <li>• Development education materials produced and shared with other NGOs, CSOs and Diaspora groups through workshops, user packs, TV, radio and other creative ventures</li> <li>• # and diversity of organisations and institutions ( N and S) participating in the north – south fora</li> <li>• # of Diaspora participants in the Africa and World social fora</li> <li>• #of organisations and institutions attending the specific meetings/events</li> <li>• # of groups and institutions participating in the ACORD to Launch of 'Socially Just Globalisation'</li> <li>• The success of the popular events – # of organisations and institutions involved, turn out of the public, media coverage, response of the governments</li> </ul> | <ul style="list-style-type: none"> <li>• The Development Education materials – record of the methods of dissemination</li> <li>• Annual programme report</li> <li>• Social fora and event reports</li> <li>• Programme accounts</li> <li>• Meeting and event minutes/records</li> <li>• The Media</li> <li>• Video coverage of events</li> </ul> | <ul style="list-style-type: none"> <li>• Some NGOs will pay for materials, workshops on methods and outcomes (although this should not exclude anyone that cannot pay)</li> <li>• Other NGOs, Diaspora and civil society organisation are interested in joint action</li> </ul> |
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<sup>66</sup> North-north, North-South, South-South, African Diaspora and Africa

<sup>7</sup> Horn, Great lakes, Southern Africa, West Africa, Conflict, Gender and Exclusion, Livelihoods and HIV AIDS

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| <p><b>3. Enhancing the capacity of 550 ACORD programming staff across Africa to lead the global programme</b></p> <ul style="list-style-type: none"> <li>• Relocate the ACORD Management and Programming Directorate to Africa</li> <li>• Establish a cadre of programmes advisors – research, methodology, programme development, information and advocacy</li> <li>• Invest in policy literacy training for all staff</li> <li>• <i>Hold ‘Understanding Social Exclusion’ workshops and ‘Social Exclusion Analysis training’ for all programme staff</i></li> <li>• Provide advocacy training for all programming staff</li> <li>• Invest in internet accessibility in every programme</li> <li>• Training for staff in each programme in Web Design and optimal internet use</li> </ul> | <ul style="list-style-type: none"> <li>• Functioning Programme Directorate in Nairobi leading and managing the programmes</li> <li>• 5 Programme Advisors working out of the Nairobi office organising training follow up and accompaniment</li> <li>• 25 Policy Literacy training projects for staff (including workshops, home study and assignments)</li> <li>• 20 USE and SEA workshops</li> <li>• 25 Advocacy training projects (workshops, assignments and accompaniment)</li> <li>• Research and investment into making internet accessible on the margins (work with telecom, service providers and research institutes to overcome obstacles )</li> <li>• 18 web design courses</li> </ul> | <ul style="list-style-type: none"> <li>• All post other than funding and marketing moved to Nairobi</li> <li>• Programme Advisor recruited and working throughout Africa recruiting consultant where needed</li> <li>• Competent programme staff being employed to provided programme – programme support to each other</li> <li>• % of staff successfully completing policy literacy, USE and SEA , and Advocacy training</li> <li>• # of internet accessed offices in programme areas</li> <li>• # of staff trained in web design</li> <li>• # of web sites established by programmes</li> </ul> | <ul style="list-style-type: none"> <li>• ACORD annual report, staff records</li> <li>• Programme Advisors work reports</li> <li>• Policy literacy, USE and SEA workshop reports, assignments of staff and facilitator assessments</li> <li>• Programme reports</li> <li>• Visits to programme areas</li> <li>• Programme web sites linked to the main ACORD site</li> </ul> | <ul style="list-style-type: none"> <li>• Technical challenges of providing internet in rural areas are not insurmountable or outrageously expensive</li> </ul> |
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