

Strategic directions	Year 0 – end 2001	Year 1 – end of 2002	Year 2 & 3 – 2003 & 2004	Year 4 & 5 – 2005 & 2006	Notes
<p><b>1. Becoming an Africa based alliance of groups working in common cause to enable people on the margins of African societies to exercise their rights</b></p>	<ol style="list-style-type: none"> <li>1. 11 members</li> <li>2. Categories of membership defined</li> <li>3. Criteria for members defined</li> <li>4. Idea of possible membership tested with new organisations</li> </ol>	<ol style="list-style-type: none"> <li>1. 14 members of which one new donor member and 2 new African policy / research members</li> <li>2. Collaborative projects initiated on research, policy, advocacy and learning</li> <li>3. Legal entity of ACORD Africa is agreed and created</li> <li>4. Definition of common cause is finalised</li> </ol>	<ol style="list-style-type: none"> <li>1. 16 members of which 2 new African policy, research or advocacy members</li> </ol>	<ol style="list-style-type: none"> <li>1. 18 members of which 2 new African policy, research or advocacy members</li> </ol>	<ul style="list-style-type: none"> <li>▪ Clear common cause charter</li> <li>▪ Nature and basis of alliancing and membership is renewed for existing members and developed with new members.</li> <li>▪ Nature of other partnerships is defined</li> </ul>
<p><b>2. Understanding, challenging and changing the conditions that cause poverty and exclusion through a programme that unites practical work with advocacy</b></p>	<ol style="list-style-type: none"> <li>5. Agreed Acord programme</li> <li>6. 3 Area Programmes defined of which 2 have management in place</li> <li>7. Review of issues and strategic responses to them completed in Sudan and Botswana</li> <li>8. 3 Thematic programmes designed – HIV&amp;AIDS, Conflict and Gender...</li> <li>9. ... of which 1 thematic programme funded with its own restricted funds</li> </ol>	<ol style="list-style-type: none"> <li>5. Agreed Acord programme</li> <li>6. 7 Area Programmes defined and with management in place</li> <li>7. Strategic Reviews in Horn, Great Lakes and Southern Africa</li> <li>8. 5 Thematic programmes designed ....</li> <li>9. ... of which 3 thematic programmes funded</li> <li>10. Programme Management Assessment Framework introduced in all programmes</li> <li>11. Gender Committee and PEC meet once each</li> </ol>	<ol style="list-style-type: none"> <li>2. Reviewed Acord programme</li> <li>3. 8 Acord Area programmes</li> <li>4. 5 Thematic programmes operational</li> <li>5. 3 new initiatives operational</li> <li>6. 3 Watching briefs</li> <li>7. 3 Programmes phasing out</li> </ol>	<ol style="list-style-type: none"> <li>2. Evaluated Acord programme.</li> <li>3. 9 Acord Area programming</li> <li>4. 5 Thematic programmes</li> <li>5. 3 new initiatives</li> <li>6. 3 Programmes phasing out</li> <li>7.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Clear Acord programme/ strategic framework determining choice of area, themes &amp; advocacy issues.</li> <li>▪ Clear mechanisms for reviewing the framework.</li> <li>▪ Watching briefs ACORD monitoring situation.</li> <li>•</li> </ul>

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<b>3. Obtaining sufficient resources to fund its work and ensure its long-term financial security.</b>	<ul style="list-style-type: none"> <li>10. Prog income £7.7.mn</li> <li>11. Thematic prog £166K</li> <li>12. Org Dev £15K</li> </ul>	<ul style="list-style-type: none"> <li>12. Area Prog income £7.85mn</li> <li>13. Thematic prog £125K</li> <li>14. Org Dev £25K</li> <li>15. Area and Thematic Programmes successfully attract funding</li> <li>16. £40k of unrestricted raised</li> <li>17. £190k of income raised for research and programme development</li> </ul>	<ul style="list-style-type: none"> <li>8. Area Prog income £8.0mn pa</li> <li>9. Thematic prog £250K &amp; £400K</li> <li>10. Org Dev £50K</li> </ul>	<ul style="list-style-type: none"> <li>8. Area Prog income £8.0mn pa</li> <li>9. Thematic prog £600K</li> <li>10. Org Dev £60K</li> </ul>	<ul style="list-style-type: none"> <li>▪ Realistic and achievable targets that are sufficient for the long term future of ACORD will be developed for inclusion in the Strategic Plan to be presented to the Assembly in October 2001</li> </ul>
<b>4. Pursuing the highest standards of leadership and management practice</b>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>18. All current Programm managers, CCs and PCs received training in agreed core management skills</li> <li>19. Leadership and management opportunities provided to 50% of managers</li> <li>20. Organisation wide salary structure &amp; terms and conditions in operation.</li> <li>21. Appropriate job &amp; staff evaluation in operation</li> <li>22. A set of management standards have been established and agreed</li> <li>23. At least 4 countries have been PIA accredited</li> </ul>	<ul style="list-style-type: none"> <li>11. All Area Team staff have been trained in relevant core skills6 Area programmes established</li> <li>12. Staffing policies relating to HR Strategic plan have been agreed and implemented.</li> <li>13. At least a further 6 countries have been PIA accredited</li> </ul>	<ul style="list-style-type: none"> <li>11. All Area programmes established All countries/area programmes have been PIA accredited</li> <li>12. Each location has a clear and agreed training plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Use of the People in Aid code as a bench mark for high standards of human resource management.</li> </ul>

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<b>5. Using information, communication and knowledge to empower learning, accountability, influencing, marketing and management</b>	14.	11. Organisational Annual report 12. Newsletter X 3 13. eNewsletter X 6 14. Programme data base for each programme 15. Programme web sites for each theme 16. Social audit designed 17. Advocacy programme developed on one issue 18. Conference held on thematic programme 19. Each new Programme has necessary accounting and communications capacity 20. Systems designed to cope with funding for Area and Thematic programmes and with Programming Director being in London. 21. External communications and marketing strategy introduced 22. Internal communications strategy introduced	14. Organisational Annual report 15. Newsletter X 3 16. eNewsletter X 12 17. Programme data base for each programme 18. Programme web sites for each Thematic and Area Programme 19. Impact report 20. Advocacy campaign run on one theme 21. Conference held on thematic programme	13. Organisational Annual report 14. Newsletter X 3 15. eNewsletter X 12 16. Programme data base for each programme 17. Programme web sites for each Thematic and Area Programme 18. Impact report 19. Advocacy campaign run on one theme 20. Conference held on thematic programme	<ul style="list-style-type: none"> <li>▪ To be developed further</li> <li>▪ Quality assurance system in place to monitor all aspects of systems performance and information management</li> </ul>
<b>6. Moving the strategic leadership, identity and management of ACORD from the UK to Africa</b>	21. Decision taken about location of Africa office 22. Costed and timetabled plan of relocation developed 23. Strategic Management Advisors participate in Board and Assembly	23. Relocation of Programming Dept. 24. Development of African Leadership cohort 25. Plans for further relocation in 2003 are finalised	22. Relocation of Executive Director post	24.	During 2001 1. Develop costed plan and decide which parts of the secretariat to relocate, when, where to and how it will be managed <ul style="list-style-type: none"> <li>• Identify African leadership team and involve them in strategic management of the organisation</li> </ul>