

FAHAMU STRATEGY

2016 – 2020



“Over the next five years, Fahamu will continue working with, strengthening and nurturing grassroots movements for social justice in Africa.”

Fahamu © 2016



Fahamu's 2016-2020 Strategic Plan

Statement from the Board of Trustees

Dear friends and partners of Fahamu,

On behalf of other trustees of Fahamu, we are pleased to present to you our strategic plan for the next five years!

This five-year period begins at a very important historical moment in the life of Fahamu. In 2017, we will be celebrating our 20th anniversary as a Pan-African organisation and that would not have been possible without your consistent solidarity and support. Furthermore, this five-year period begins at a time when Fahamu has nearly completed the process of handing over the top leadership and management of the organisation to African nationals from various African countries, and with Kenya being its headquarters.

Our desire to see a world free from social injustices is the main motivating force of our work in Africa. Unfortunately, the African continent is facing a multitude of challenges including high youth unemployment, rapid resource exploitation along with degradation of the environment, displacement of people, increased impoverishment, and the rise of religious extremism, some of which we did not experience two decades ago. We believe that young people, especially women, have an important role to play in ensuring that these rising social inequalities and other problems are resolved to the benefit of African societies. As such, over the next five years, our work will focus on working with young activists and their movements to address various social injustices that affect them, their families, communities and countries.

We invite you to continue supporting our work so that we can collectively contribute to efforts aimed at building African societies that care for the wellbeing of all.

Thank you for believing in Fahamu!

Prof. Patricia Daley
Chair, Board of Trustees
Fahamu

Message from the Executive Director

Dear Partner and Friend of Fahamu,

The world is facing unprecedented challenges ranging from rapid degradation of the environment as a result of rapid exploitation of natural resources to conflicts that often lead to loss of lives, displacement of people and further destruction of the environment. Most of those challenges are often fuelled by a capitalist system that promotes unlimited accumulation of wealth through all possible means, domination of a few people over the majority, and commoditisation of all aspects of life. Political institutions that collude in undermining the social and economic rights of African people aid such a system.

Since its establishment in 1997, Fahamu has strived to work with other progressive organisations and individuals to challenge those forces that threaten the livelihoods of billions of human beings, especially those in Africa. Our work to fight against social injustices in Africa will continue over the next five years (2016-2020) with a focus on strengthening movements for social justice led and working for young people.

My colleagues and I express our most sincere gratitude for your continuous support and belief in our work for the last two decades, and invite you to continue being part and supporting our quest towards social justice in Africa.

Thank you for your friendship and solidarity.

Yves Niyiragira
Executive Director
Fahamu

Fahamu's 2016-2020 Strategic Plan

*"First they ignore you, then they laugh at you,
then they fight you, then you win",
Mahatma Gandhi*



I. Contextual Analysis



Pambazuka Platforms for Analysis and Debates

"To deny people their human rights is to challenge their very humanity", Nelson Mandela

An analysis of the history of the world shows countless popular struggles of ordinary people across the globe against social, cultural, religious, economic and political forces that oppress them. Struggles for independence, the fight against dictatorial regimes, and the opposition to the capitalist exploitation and neo-colonial policies are just some of the recent examples of popular resistance in Africa and across the world.

The current capitalist system, which is now established as the world's dominant economic model, challenges the very humanity of billions of human beings across the world because it denies them access to their basic human rights including access to affordable and healthy food, education and health services; thus forcing them to live an undignified and miserable life. Furthermore, the globalisation of the world economy has enabled a few very wealthy individuals to use their multinational corporations to influence the lives of billions of individuals all over the world.

¹*La Via Campesina: it is an international movement, which brings together millions of peasants, small and medium-size farmers, landless people, women farmers, indigenous people, migrants and agricultural workers from around the world to defend small-scale sustainable agriculture as a way to promote social justice and dignity.*

Our work across Africa seeks to strengthen various African social movements and individuals so that they can actively take part in constructing societies that are based on dignity and respect for all human beings



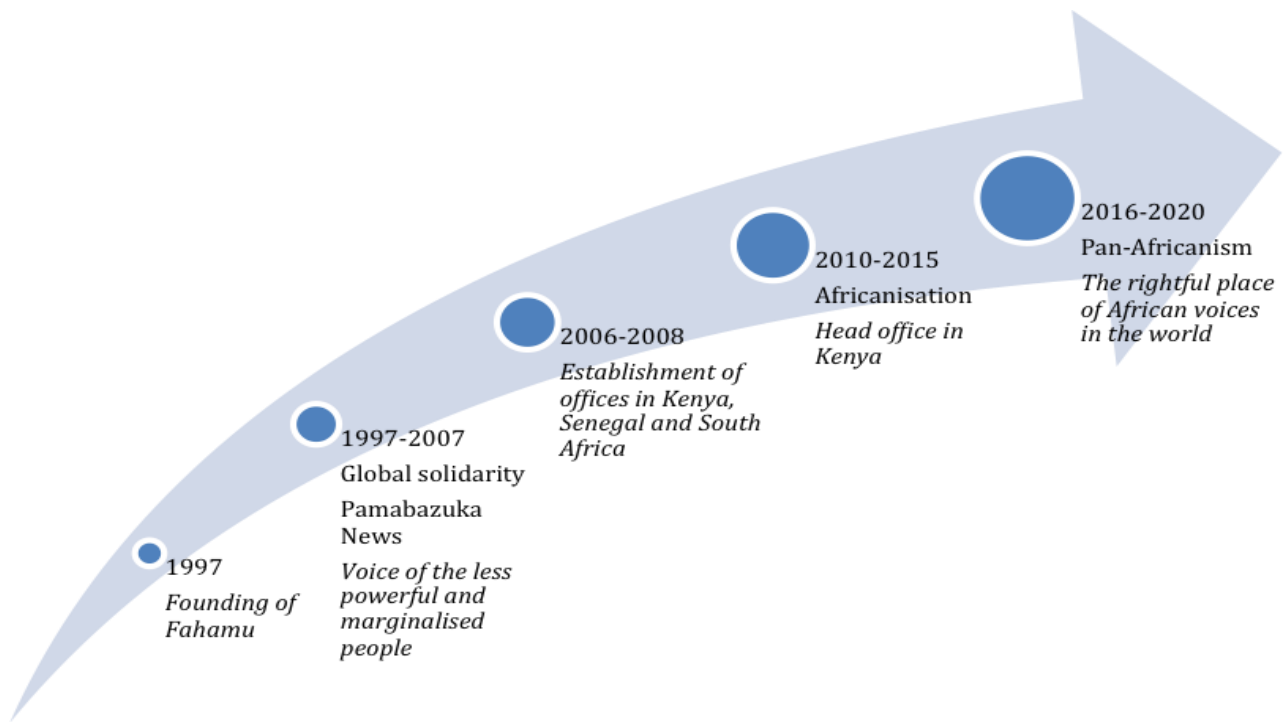
II. Introduction



Fellowship Programme

Since its inception in 1997, Fahamu has become part of the voices of the less powerful and most marginalised people in our society. Our work across Africa seeks to strengthen various African social movements and individuals so that they can actively take part in constructing societies that are based on dignity and respect for all human beings. In addition, Fahamu's work is based on the belief that humanity can only live happily in peace when none of its members is left behind through any type of segregation whether based on race, religion, gender, ethnicity, political beliefs, social class, and culture among others.

During the first decade (1997-2007) of its existence, Fahamu focused its work on building solidarities across the globe, especially through its award-winning online newsletter Pambazuka News and through publication of books on the most important issues of social justice in Africa. By 2006, Fahamu was already focusing on giving priority to its work on the African continent through the establishment of offices in Kenya and Senegal. In its 2010-2015 plan, Fahamu worked on transitioning its work from the United Kingdom to those African offices and involving African nationals in the top leadership and management of the organisation so that they can contribute to strengthening Fahamu's presence in Africa.



Over the coming five years (2016-2020), Fahamu will continue making stronger its work in Africa, as well as exploring ways of expanding its reach across the continent with Kenya and Senegal being the regional hubs. The involvement of African nationals at all levels of the organisation's structure is informed by Fahamu's desire to extend the reach of its work across Africa so that African social movements that we work with can be equipped to advocate for the rightful place of African voices in the affairs of the world.

A particular focus will be on movements for social justice led by and working with young people, as they constitute a very important constituency that will determine how our society looks like in the coming years. As mentioned earlier, young people led popular uprisings that we have witnessed in Africa since 2010. It is the young people who are dying because of internal conflicts, crossing the Sahara Desert and the Mediterranean Sea in search of better living conditions outside of Africa. It is also worth noting that young African women, who seem to have been marginalised in various discourses on Africa, will occupy a centre stage both in inspiring and being part of the design and implementation of the work of Fahamu over the coming five years.

In this plan, Fahamu outlines its role and contribution to the struggle for social justice in Africa. As mentioned above, the struggle for social justice requires concerted efforts from many stakeholders. For that reason, Fahamu looks forward to working together with a diversity of liked-minded partners in that struggle. In addition, and given the importance of resources including human and financial that are needed to accomplish its work, Fahamu proposes in this plan various ways of bringing resources together to support that work.



III. The Organisation



Uhodari Project

1. Who we are

Fahamu is a pan-African organisation established in 1997 to strengthen, nurture, and work with movements for social justice in Africa.

2. Our vision

Fahamu's work is motivated by our desire to see a world where people organise to emancipate themselves from all forms of oppression, recognise their social responsibilities, respect each other's differences, and realise their full potential.

3. Our core values

Pan-Africanism: a perspective, worldview and movement that rests on the idea of linked fate and common destiny of Africans globally and the need to unite themselves in order to combat all types of oppression.

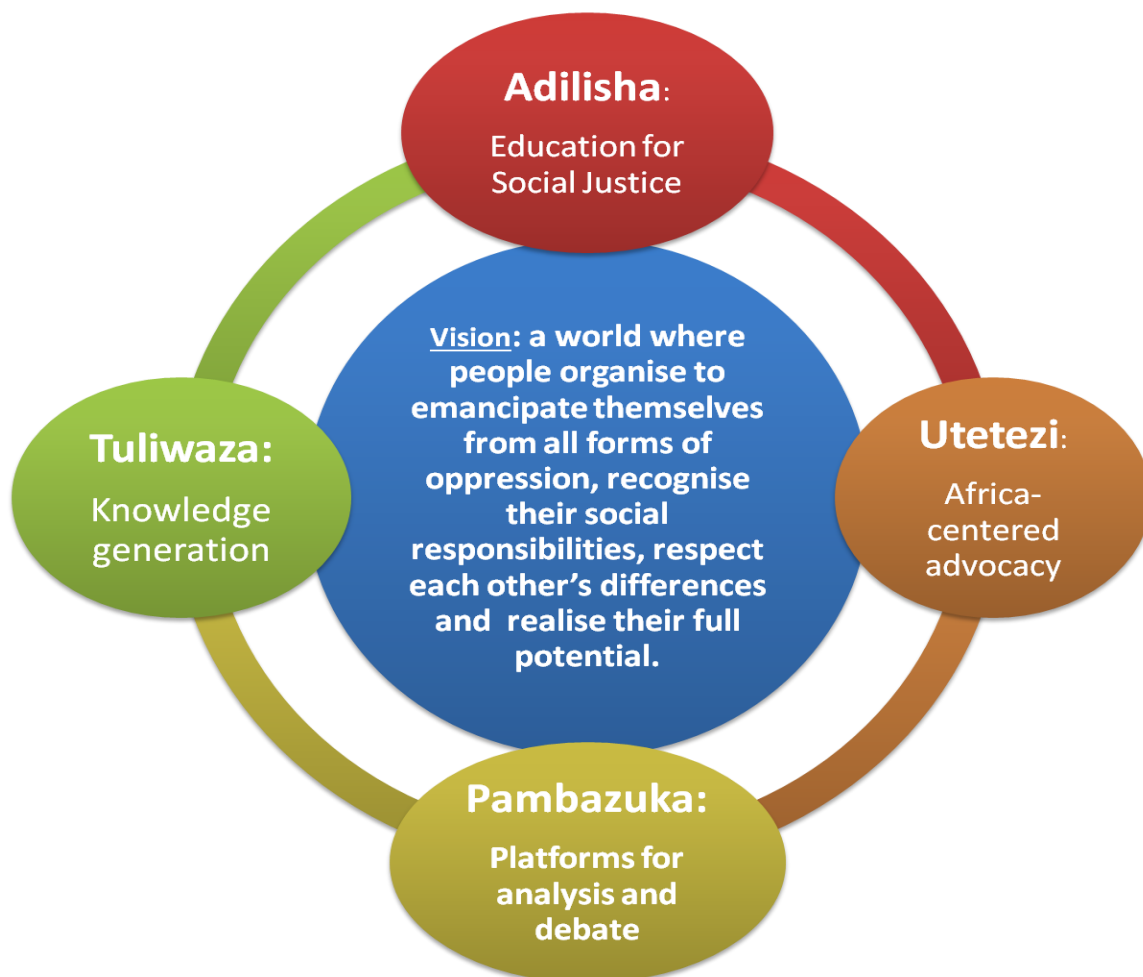
Feminism: a political discourse and a social movement that sees patriarchal power as a primary axis of oppression in society. As such, gender equality and non-discrimination are mainstreamed throughout Fahamu's work.

People-centred: people, not markets must drive the impetus for change. Fahamu holds a strong belief that the people most affected by systems of oppression, are the same people who must lead

the struggle against those forces that oppress them.

4. Our principles

- **On oppression:** we are committed to the struggle against all forms of oppression and the realisation of social justice in Africa. Since, there is no hierarchy of oppression, we believe that nobody is free until all people are free. We further believe that there is no silver bullet solution to end oppression; it is a daily struggle from the individual to the community and oppressed people must fight daily for their own liberation.
- **On solidarity:** solidarity among activists of various social justice struggles is at the centre of our approach and work. We are also committed to maintaining a collective body that is activist led and diverse in all social aspects.
- **On our approach to work:** the working environment of an organisation shapes its work. Furthermore, we are committed to being a learning organisation that is open to feedback and transformation to address internalised oppressive values and systems.



Multinational corporations continue accumulating wealth through all possible means including the commoditisation of every aspect of social life including basic human rights such as education, health care, food and water, shelter and social security among others. This has led to billions of human beings living in misery for the benefit of just a few millions who represent one percent of the planet's population and their corporations.

In this era of sophisticated information and communication technologies (ICTs), unfortunately, the struggle to challenge capitalism, a market system that oppresses the majority of humanity, has never seemed impossible as it does now in the 21st century. Struggles to challenge the negative impact of the capitalist system seem almost unattainable because of the fact that that system has managed to be entrenched in our day-to-day life. Nevertheless, there is a growing movement especially in South American countries to combat inequalities that are brought about by the capitalist system. For instance, people's movements such as La Vía Campesina demonstrate that there is a realisation that there is need to promote grassroots participation in decision-making process, especially those that affect their social lives.

In Africa, since 2010 we witnessed numerous popular uprisings, especially led by young people who were tired of the existing systems that did not give them opportunities to live in dignity. Reasons that motivated those popular uprisings are still present in 2016. Many young Africans are losing their lives every day crossing the Sahara Desert and the Mediterranean Sea with hopes of finding better living conditions in the West. Unfortunately, other desperate young people are radicalised based on a number of reasons including race, religion, ethnicity, sexuality and political views among other reasons. Others, without any hope for the future, waste their lives taking drugs and illicit alcohol. For Africa to have a different future, that situation has to change so that African young people can have access to education and other opportunities that make them part of the socio-economic and political development of the continent.

At the moment, many African leaders seem unable to provide effective leadership on how to end social injustices that are rising in Africa. These leaders, together with their corporate sponsors, do not want the current status to change because it greatly benefits them. Also, the African corporate middle class seems to be comfortable with the status quo, which leaves the struggle for social justice only in the hands of social movements and the traditional lower-ranking public servants. It is also vital that African leaders provide the kind of leadership that inspires hope in the current and future generation. African leaders need to stop their divisionary politics and focus on issues-based politics not only in their countries, but also across borders.

Fahamu will continue being part of movements for social justice in Africa as well as building solidarity with progressive voices across the global. We, therefore, invite you wherever you are and whatever you do, to be part of this noble work because it needs concerted efforts and sacrifices to be made. As the late Martin Luther King, Jr. said: *"...Every step toward the goal of justice requires sacrifice, suffering, and struggle; the tireless exertions and passionate concern of dedicated individuals"*.

5. Our theory of change

Fahamu exists to strengthen, nurture, and work with movements for social justice in Africa. Part of that work involves supporting and building solidarity with voices and forces that promote the dignity and respect for human rights on the one hand, and joining progressive voices and forces that denounce all forms of social injustices that have oppressed and continue to oppress African people globally, on the other hand. In partnership with like-minded social movements and organisations both in Africa and globally, Fahamu will politically inform and raise the conscience of African people through debate, learning and actions in order to contribute to the full liberation of Africans from all types of negative forces that oppress them. By focusing on Pan-Africanism, Feminism and People-centredness as its core values, Fahamu believes that solutions to Africa's problems will be found by espousing pan-African ideals of seeking for unity and solidarity among African people in order to achieve social cohesion, economic and political independence. In addition, solutions to Africa's problems will come from the involvement of all African people including both women and men, young and old.

Furthermore, through four programmatic work we will:

1. Establish platforms for analysis and debate – Pambazuka (*awaken in Kiswahili*).
2. Create learning opportunities for, by and across movements – Adilisha (*teach or promote justice in Kiswahili*);
3. Amplify Africa-centred voices, perspectives and solutions on policy and in decision making at all levels – Utetezi (*advocacy in Kiswahili*); and
4. Generate and share knowledge to serve activism, bridging the gap between theory and practice –Tuliwaza (*we think or reflect in Kiswahili*).

As such, when we will work to create platforms for Africa-centred advocacy through **Utetezi**, we will continue to generate analysis through **Pambazuka** that spurs in-depth thinking and knowledge generation through **Tuliwaza** and in turn contributing to learning by and from movements for social justice through **Adilisha**. It is this cycle and synergy that makes Fahamu uniquely placed to continue to grow networks for social justice and position ourselves to support change in Africa. In addition, we see our work over the next five years contributing to increased democratisation of political, social and economic spaces in Africa creating meaningful change based on the respect for the dignity and humanity of all human beings and on a people-centred progressive agenda at all levels.

Finally, Fahamu will continue building solidarity with other progressive forces wherever they are in the world. We believe that no human being is free until all humanity is free from the various global forces and systems that sustain social injustices.



IV. Summary of our Achievements



State of the African Union Project

“Fahamu continues to provide an excellent platform for progressive African academics and practitioners to reflect on our continent—and the work we are trying to do to realise our and its potential”, Muthoni Wanyeki, Amnesty International.

“Fahamu is a very reliable and strong partner. It is very hard for organisations from the South to rise and be recognised for their professionalism and activism. Fahamu is both professional and activist!” Tetet Lauron, IBON International.

Since 1997, Fahamu has been able to contribute the following to the struggle for social justice in Africa:

- Established and strengthened networks of activists and movements for social justice in at least 40 countries of Africa totalling to more than 5,000 entities (groups, community based organisations and civil society organisations);
- Published and widely disseminated across the globe more than 95,000 articles (analysis, commentaries, opinions and research papers) on African affairs and social justice issues through Fahamu’s Pambazuka News, an award winning online weekly newsletter that is available in English, French and Portuguese;

Fahamu also did take note of the role of the youth and their movements over the last five years or so in pushing for structural political and socio-economic changes in countries such as Egypt, Tunisia, Senegal, Burkina Faso, the Democratic Republic of Congo and Burundi among others. Fahamu believes in those legitimate demands by young people across Africa and wants to be part of that fundamental change by providing opportunities and platforms for those young people to express their views, as they demand to be part of the solutions to the problems that Africa is facing.

That experience of the last five years has enabled Fahamu to design projects that allow young people to access opportunities for continuous mutual learning as well as engage policymakers at different levels on matters that are critical for the wellbeing of not just young people, but also and most importantly of all members of societies of their respective countries. It will also be critical that Fahamu continues developing youth initiatives that cultivate intergenerational linkages so that African young people are able to get opportunities to dialogue with older generations including policymakers on issues that affect the African continent. Further, it is important for young people to see themselves as capable leaders and actors on a whole set of issues (unemployment, environmental degradation, insecurity, poor services in urban settlements and corruption among others) impacting on their communities, wider societies and their countries.

It is the above reasons that have led us to decide to focus on young people and their movements over the next five years (2016-2020). In addition to the political education that Fahamu provides to those young people and their movements, we will be keen to make sure that we link those young people to other groups of young people, to learning and training institutions, to policymakers and other individuals that can work with them to make bring about change in their lives and for their entire communities. As such, deep analysis on how social, political and economic rights of individuals are interlinked will be given a centre stage in the implementation of Fahamu's work over the next five years.

1. Priority movements

Fahamu will proactively work with movements for social justice in Africa that are led by and work with young people. In order to leverage our impact over the next five years (2016-2020), Fahamu will prioritise seven key movements. However, that does not exclude us from working or collaborating with other social justice movements where feasible. We feel that it is critical that movements view themselves not in isolation but as entities that can build solidarities across networks for social justice both in their countries and beyond.

As such, Fahamu's priority movements over the next five years will be:

- Workers' movements and trade unions
- Natural resources related movements
- Food sovereignty movements
- Grassroots activists movements
- Youth led and your serving movements
- Movements working in urban informal settlements
- Civic and political movements.

2. Overall objectives



V. Focus of our Work over the Next Five Years



Participatory Budgeting Project

The 2016-2020 Fahamu plan describes how the organisation will mainly focus its work on young people and their movements for social justice in Africa. That strategic choice was not a sudden decision, but a well thought through process. The following are some of the steps that led to that decision.

Since 2012, Fahamu initiated a process of transitioning from being a United Kingdom-based institution to an Africa-based organisation including the handing over of its senior leadership and governance to African nationals, especially young people with a view of involving the youth in strengthening and expanding the organisation's work on the African continent. As such, Fahamu gradually realised—both from the composition of its staff members and its project constituencies—that the organisation's future in Africa heavily depended on young women and men, as they constitute an important social class on the continent.

The involvement of young people in the leadership of Fahamu has also had a positive influence on the organisation's programmatic approach where Fahamu's initiatives such as the Fellowship Project (a mentorship and training initiative for grassroots activists), Participatory Budgeting (an initiative that gives an opportunity to citizens to be involved in setting development priorities at the grassroots level), the State of the Union (a project that tracks African countries' compliance with African Union legal instruments) and Uhodari (a learning, sharing and exchange project targeting university students) have deliberately targeted and worked with young people involved in, one way or the other, activism in several countries in Central, East, West and Southern Africa.

Fahamu aims to strengthen social justice movements' ability to:

- articulate and implement people and Africa-centred solutions through diverse, innovative and effective strategies and tactics;
- actively participate in local, national, continental and global processes as significant actors for change;
- develop self-sustaining and self-determining movements;
- develop alternative frameworks and realities towards progressive change.

3. Overall outcome

By 2020, we expect to have contributed to increased democratisation of political, social and economic spaces in Africa creating meaningful change based on respect for the dignity and humanity of human beings and on a people-centred progressive agenda at all levels.

4. Where we are

Since 2010, we have been strengthening and expanding our work in Africa with a focus on our Kenya and Senegal offices as our hubs for East and West Africa respectively. As part of this process, we have:

- worked on solidifying the organisation's work in East Africa through improvements of financial procedures and staff skills as well as the quality of our programmatic work;
- explored avenues for expanding our work in Central, Southern and West Africa through additional programmatic work and establishing links with different networks of social movements in those regions;
- transferred the organisation's governance and senior leadership to African nationals.

5. Where we want to be

Over the next five years (2016-2020), Fahamu will continue working with, strengthening and nurturing grassroots movements for social justice in Africa, especially those led and/or focusing on the welfare of young people.

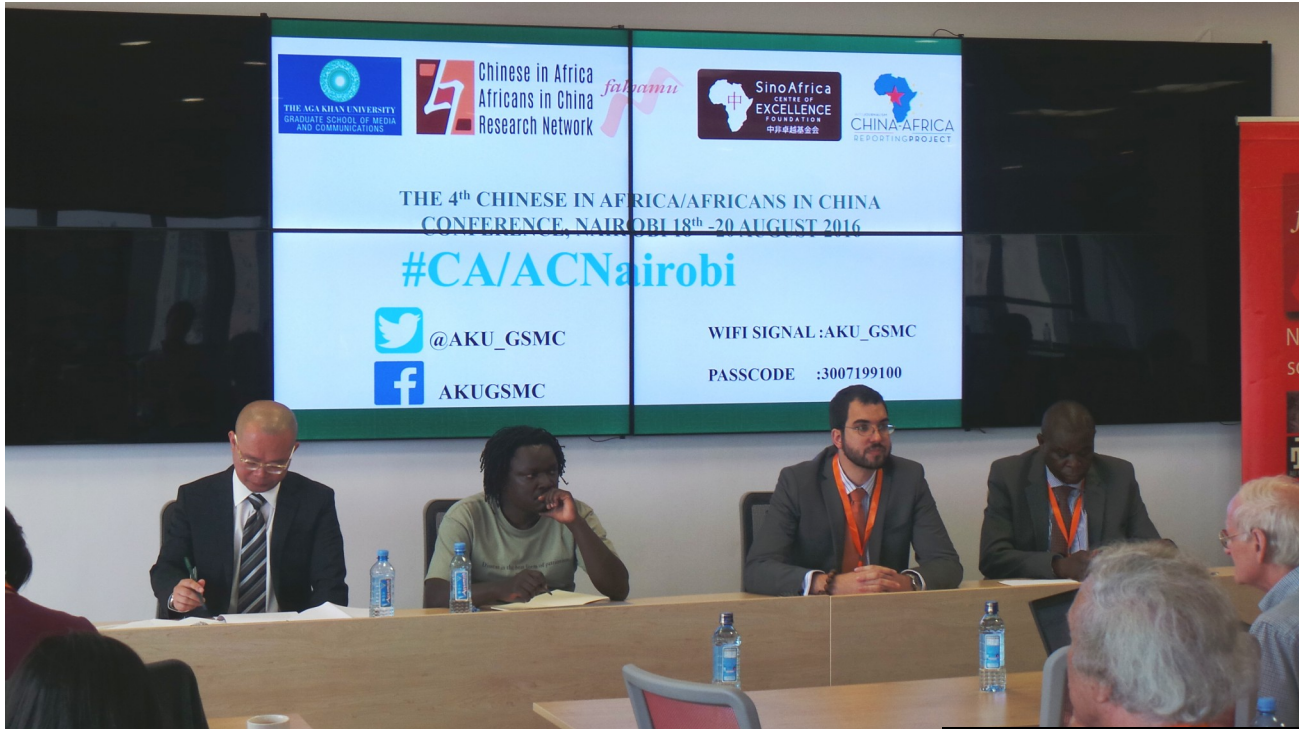
By 2020 we aspire to:

- Have used our four programmatic areas to continue strengthening grassroots movements for social justice in Africa so that they are more organised, informed and equipped to demand and claim their rights and effect the change they want to see in their communities;
- Have extended the impact of our work across East, Central, Southern and West Africa;
- Be a more efficient and skilled organisation able to use our human and financial resources to effect change.

The next section details what Fahamu will do to reach where the organisation aspires to be by 2020.



V. Our Work from 2016 to 2020



Emerging Powers Project

Fahamu's work will be centred on four thematic areas namely establishment of platforms for analysis and debate – Pambazuka (*awaken in Kiswahili*); creation of learning opportunities for, by and across youth movements – Adilisha (*teach or promote justice in Kiswahili*); amplifying Africa-centred voices, perspectives and solutions on policy and in decision making at all levels – Utetezi (*advocacy in Kiswahili*); and generating and sharing knowledge to serve activism, bridging the gap between theory and practice – Tuliwaza (*we think or reflect in Kiswahili*).

Throughout the implementation of this strategy, a particular focus will be put on working with social movements led and working for and with young people in various regions of Africa and the African diaspora. Specific care will be put in designing, developing and implementing initiatives that respond to various needs of African young people. Furthermore, Fahamu will use various communication and technological tools that allow us to listen, interact, respond and easily get feedback from young people on the work of Fahamu. Other information and communication technologies will be used to involve young people in the assessment of the impact of the work of Fahamu.

The following is Fahamu's work over the next five years (2016-2020) as well as main expected outcomes and impact of our work by 2020.

1. Pambazuka – Platforms for analysis and debate

i. Aim

Pambazuka seeks to disseminate analysis and debate on the struggle for freedom and social justice through the voices of the people of Africa and the Global South.

ii. Approach

Pambazuka will provide platforms for open dialogue and debate, sharing of progressive ideas and creation of alternatives, as well as the amplification of progressive voices, especially those from African young people.

Through Pambazuka, voices for critical analysis from a pan-African and emancipatory perspective will be given an opportunity to air their views. In an increasing crowded space with many of conflicting messages, Pambazuka News stands out as a unique independent African platform for global solidarity of voices for social justice. In addition, Pambazuka will enable those voices that inform and arm people engaged in the struggle for social transformation to be heard above the disharmony of the outputs of corporate media. Over the last 15 years, Pambazuka has actively sought to enable and sustain connections of solidarity across the continent and the African diaspora and will continue doing that in order to demystify “development” by exposing the exploitation of Africa’s people and their natural resources by corporations, aid agencies, the so-called “emerging powers”, and local elites.

Pambazuka, through all its outlets namely Pambazuka News, Pambazuka Application, Pambazuka Press and later one Pambazuka Radio will continue to portray the people of Africa as agents of change, people who, despite all the constraints, write their own histories in their every day struggles. The analysis that will be generated through Pambazuka will further inform the learning provided through Adilisha and contributes to the evidence-based advocacy supported through Utetezi.

iii. Expected outcome

Voices from Africa and the diaspora, especially those from young people and their movements are given the opportunity to present the realities about their people, culture, challenges, solutions and hopes for the future. In addition, with our diversified channels of sharing Pambazuka News—Pambazuka News application, podcasts, social media, print and video—we expect that at least 50,000 new readers across African and the African diaspora per year, especially young African people, will join the community of Pambazuka thus increasing the number of African voices in world affairs.

2. Adilisha – Learning by and across movements

i. Aim

To deliver movement building learning, popular education and consciousness raising tools to youth social movements, activists and other stakeholders in order to strengthen movements for social justice in Africa and globally.

ii. Approach

Adilisha will seek to deliver a range of innovative and diverse learning tools and methodologies to social justice youth movements through experience sharing and learning exchanges, learning tours, debates and competitions, fellowships, activist boot camps, learning and raining centres, distance learning and workshops, amongst others to equip them with necessary skills for their activism.

Furthermore, the programme will seek to deliver learning that is focused on movement building, provides popular and political education and provides democratic spaces for peer learning and sharing on theory and practice for sustained, creative and inclusive movements.

Fahamu sees learning as an ongoing movement building process that is not restricted to the work we will do through Adilisha, but incorporated throughout our work for our staff, the movements we seek to serve, and other stakeholders with whom we will work with. Further, we will seek to have a significant multiplier effect through the Adilisha work by contributing to the creation of a cadre of visionary young leadership for change in Africa, as well as providing replicable and accessible models for learning.

Fahamu itself will continue to be a learning organisation through the understanding of the importance of reflection, critical analysis, continued learning, exchange, research and debate. As such, our internal work and processes will be flexible and open to change based on reflection, need and learning.

iii. Expected outcome

Reach and impact at least 50 young African leaders and their movements per year so that they are well informed, and equipped to demand for their rights as well as share and learn from their experiences and those of other social movements that they work with in the struggle for social justice. It is further expected that those young people and their movements will have been introduced to other young activists, groups and networks across the African continent for further learning, sharing, and solidarity building for further impact. Finally, those youth movements and their leaders will have interacted and engaged various policymakers from various sectors and at different levels on policies that directly impact them and their communities.

3. Utetezi – Africa-centred advocacy

i. Aim

To provide platforms for Africa-centred advocacy that strengthen movements, especially those working with young people and citizens' voices in policy agenda setting and implementation while amplifying progressive African voices and decision-making at all levels.

ii. Approach

Fahamu believes that people must speak for themselves. Rather than leading, dictating or advocating on behalf of communities, people or causes, we will provide platforms, spaces, tools and networks to strengthen the advocacy of the movements with whom we will work.

While we understand the critical importance of international processes, Fahamu's value added is our Africa-centred approach to advocacy. We will support progressive Africa-centred advocacy from the local to the international, valuing citizens' forums and village assemblies as well as formal policy spaces including at the African Union level and at the level of Regional Economic Communities of Africa. Fahamu will support grassroots campaigns by enabling peer learning, establishment of networks, supporting the use of a variety of innovative advocacy tools and assisting them with strategising their plans. Fahamu strongly believes in genuine solidarity of people across the globe. Solidarity based on the understanding of mutual gain from sharing and transferring knowledge,

experiences, resources across and within movements as well as mutual respect for self-determination and diversity. Wherever possible, we will support and encourage solidarity action, exchanges and peer learning across and within youth movements across Africa and the Global South as part of our Pan-African conviction of promoting cooperation and solidarity between the people of the Global South.

iii. Expected outcome

Collaborating with at least 50 youth movements per year so that citizens' voices in policy agenda setting, implementation and decision-making at all levels and in various sectors are strengthened through platforms for Africa-centred advocacy.

4. Tuliwaza – Knowledge generation and sharing

i. Aim

To use pan-African, progressive, feminist and people-centred approaches and methods in order to generate, build, share and democratise knowledge in various forms towards a liberated Africa based on the needs and input of African social movements.

ii. Approach

The Tuliwaza's approach will be based on the principle that Amilcar Cabral articulated as the "Theory of Practice". It says:

"(...) every practice produces a theory, and though it is true that a revolution can fail even though it be based on perfectly conceived theories, nobody has yet made a successful revolution without a revolutionary theory." Amilcar Cabral, *The Weapon of Theory*, 1966.

Seeking to bridge the gap between the wealth of contemporary African intellectual thought and the practice of people-led struggles for social justice through community organising and movement building, Tuliwaza will seek to create an interface between emerging African academics, leaders and activists, ensuring that knowledge generation will be in the service of African people. Further, Tuliwaza will seek to build knowledge that arises from the experience of movements in particular those working for and with young people while democratising the process of knowledge generation and sharing.

Research carried out by Tuliwaza will, wherever feasible, seek to be participatory and collaborative in its conceptualisation – in particular with the communities the research seeks to benefit. We will also promote debate, discussion and further contribution to all research in examination of ongoing knowledge generation and engagement with political thought.

In addition, Fahamu understands that the gap between theory and practice is also one of access. As such, built into all research design will be channels of distribution and communication as a key cornerstone of the programme. Similarly, through Fahamu's Adilisha program the research will form the cornerstone of learning provided to and for activism and therefore be communicated and accessed by a wide audience particularly among economically oppressed and marginalised communities, especially young women and men and their movements.

iii. Expected outcome

Through pan-African, progressive, feminist and people-centred approaches, knowledge based on the needs and input of African social movements is generated and shared by at least five African young scholars in collaboration with Fahamu every year. This research generated by African young academics will further be a basis for development of further initiatives that involve and work with young people to address societal issues that do not only affect them, affect the entire African continent..



VII. Organisational Development



Prof. Patricia Daley, Fahamu's Board Chair with a Youth Activist

1. Governance, advisory panel and secretariat

i. The Board

Fahamu is a pan-African organisation that is governed by a board of non-paid trustees. The board is responsible for the development of the vision of the organisation and assumes overall management of the organisation and sets goals and priorities aimed at achieving Fahamu's overall mission and vision. The board of trustees of Fahamu will be composed of up to seven individuals with expertise and experience in various fields relevant to Fahamu's work including, but not limited to, women's rights, communication, financial management, human resources development, African affairs, history and geography and law among others. Finally, members of the board of trustees will help the organisation to expand its networks.

ii. Advisory Panel

Fahamu will establish an advisory panel of up to seven individuals so that the organisation can benefit from a range of networks, expertise and experiences that they have. The advisory panel will be an informal group of individuals who will provide advice to Fahamu on issues such as resource mobilisation, project development, technology, communication, public relations and alliance building, financial management and legal advice among other types of expertise.

The advisory panel of Fahamu will also be on voluntary basis from a variety of individuals across Africa and the diaspora who associate themselves with the struggle for social justice.

iii. Secretariat

The secretariat of Fahamu is headquartered in Nairobi, Kenya with other offices in Senegal and the United Kingdom. It will be tasked with the implementation of this five-year plan and other decisions of the board of trustees of Fahamu. An Executive Director appointed by the board of trustees will run the secretariat of Fahamu with a team of highly qualified individuals who will ensure the day-to-day management of the work of Fahamu.

All Fahamu programme personnel will have advanced university degrees specialising in various disciplines of social sciences. Technical teams with expertise in financial management, accountancy and information and communication technologies will assist them.

2. Human Resources Development

The most important resource that Fahamu has is its members of staff. As such, Fahamu's policy is to provide opportunities, where feasible, to its employees to develop themselves and to enable them continue to possess knowledge and skills that are relevant to the needs of the organisation and society in general.

Fahamu strongly believes that a well-trained and efficient workforce is crucial for the development of any institution. As such, Fahamu will always strive to attract and retain employees of the highest calibre.

To achieve this, Fahamu will recruit all levels of staff strictly on merit. After their engagement, based on performance, ability and commitment, Fahamu will further provide them with opportunities to advance skills and professional expertise as well as give them adequate exposure.

Learning and development will enable the organisation's staff to have required competencies essential for running the business of the organisation. Each employee and his/her line management will continuously identify training needs and opportunities in order to acquire and/or enhance their competencies, both functional and non-functional.

3. Monitoring, Evaluation and Learning

Fahamu views monitoring, evaluation and learning as part and parcel of each project cycle, including at the planning phase. During programme conceptualisation and development, thought will be given on how each project will be monitored and evaluated on the one hand, and on how any lessons learnt will be used to improve future projects and contribute to learning of Fahamu and other movements on the other hand.

As much as Fahamu and its staff members will strive to incorporate components of monitoring and evaluation in their day-to-day work, Fahamu will also strive to make sure that the acquired learning through the implementation of our work benefit various movements that we will work with. Furthermore, Fahamu considers learning as a continuous process; as such regular training and learning sessions on monitoring and evaluation will be conducted for all staff and our partners.

We also believe that learning is a two-way conduit, which means that Fahamu will, on the one hand, share its acquired knowledge with partners with whom it will work with and be prepared and flexible to also learn from them as we design and implement our programmes, on the other hand.

As Fahamu works with a diversity of partners, the organisation will be incorporating the use of

various information and communication technologies that are appropriate for each category of partners in order to reach out to them and to easily get their feedback on the work we will do with them. That partner feedback will be part and parcel of the monitoring, evaluation and learning of Fahamu's work and it will be vital that Fahamu receives feedback at all levels of its work.

Finally, Fahamu recognises that social change is one of the most challenging areas to measure and that is why in the organisation's monitoring and evaluation initiatives Fahamu will keep in mind fundamental questions in the implementation of social change projects. They will include: Are we doing the right thing? Are we doing it the right way? Are we making a difference at all?

4. Financial Management

As an organisation using public funds, Fahamu understands the necessity to account for all resources that it will receive from a variety of sources. In addition, as an organisation that advocates for accountability of African leaders, Fahamu will constantly improve its financial management skills and tools to be able to maximise the impact of its work.

The board of trustees of Fahamu will approve and monitor the implementation of financial policies, approve annual budgets, annual cash flows, annual statement of accounts and audited accounts.

Fahamu's senior management team made up of the Executive Director, the Finance and Operations Manager and the Programme Manager will assume overall responsibilities of managing Fahamu's funds. Their responsibilities will include decision-making on resource mobilisation and budget management, development of financial policies and procedures for the board's approval and ensuring adherence to financial policies across the organisation.

Financial responsibilities at different levels of Fahamu will be as follows:

- The board of trustees will approve financial policies and delegate administration of the financial policies to the Executive Director;
- The board of trustees will approve quarterly accounts, annual budgets and audited accounts;
- The board of trustees will approve any amendments to the organisation's financial management policies;
- The Executive Director will have overall oversight on all financial management;
- The Finance and Operations Manager will have overall responsibility for the preparation of monthly accounts reconciliation; internal and external audits; quarterly submission of accounts; preparation of annual budget; submission of any appropriate amendments to the organisation's financial management for the board of trustees' approval;
- Job descriptions of programme personnel will indicate specific and applicable financial duties and responsibilities for each position;
- The finance and operations team will be responsible for all financial operations; communicating and advising budget holders and the senior management team of Fahamu as appropriate

VIII. Sustainability of our Work



We-Are-the-Solution Campaign

While resources will be consistently needed throughout our work, it is important to understand our perspective vis-à-vis the funding sector and donors from whom we will get funding from. It will also be important that we continue mapping out and understanding all the resources that we need, including non-financial ones.

Accountability to donors and the funding sector has shifted the power of constituency to the power of capital, reducing the volunteerism and autonomy in many movements. Further, funding and access to capital has fragmented movements, with individual funders tending to fund specific organisations rather than a movement as a whole. Similarly, organisations focusing on one area tend not to make links across movements for social justice, thus they remain in silos of struggle, unable and, many times, unwilling to make connections across diversities and in recognition of intersectionality of struggles.

Due to our over-reliance on organisational structures, and in turn on international or transnational funding, our social justice work has become vulnerable to funding shifts, the unpredictability of funding priorities and the unmet promises of the aid architecture. As such, we must begin as movements for social justice, to see the funding sector as a sight of struggle in itself, expose its links with state and multinational corporate interests and learn to unify around our common vision in order to reject agendas and short term fixes that reinforce our dependency and privatise our essential services.

There is urgent need for African organisations, especially progressive ones that work on social justice and that denounce the negative consequences of the capitalist and market-focused economic model to find alternative resources to fund their work. There is a growing middle class in Africa that ought to be approached so that they can support the socio-economic emancipation of their sisters and brothers of Africa. There are also influential networks of Africans in the diaspora that can support the work of organisations such as Fahamu.

There are also internal resources that we would like to leverage to fund our work. For instance, there are 40,000 individuals in the Fula and Bambara communities who are self-employed and

Over the coming five years (2016-2020), Fahamu will need to raise \$ 5 million, that is \$ 1 million per year, to effectively implement its work. As such, in addition to above-mentioned internal income generating avenues that we will actively maximise, we will also dynamically seek to partner with the following institutions to support our work for social justice in Africa:

- African philanthropists: African foundations, trusts, individuals and the private sector;
- Private non-African foundations: they including most European and North American private foundations that support the struggle for social justice and the culture of democratisation in Africa;
- Government and inter-governmental agencies in Africa, Europe and North America;
- Other partners: private foundations, government agencies from other developed countries such as Japan and Australia and well as those from emerging countries such as Brazil, India, China and the Gulf states among others that support the struggle for social justice in Africa.

Finally, Fahamu will actively continue to seek for the support and expertise of volunteers and advisors who donate their valuable time and expertise to the work of Fahamu.



IX. Technology and Activism



Social Media and ICT for Activism

In the current era of the Internet and various information and communication technologies (ICTs), it is important for an organisation such as Fahamu to identify its key audiences and tailor its messages to the different categories accordingly. In addition, since there are millions of other messages that exist in the public domain, it will be a challenge to make one's message unique, heard and considered. Fahamu's 2016-2020 strategic plan will be the most important document that communicates to the world what Fahamu is and what it aspires to achieve in the society. The strategic plan will also call on the public for action in order to join and support Fahamu in its work on social justice.

Fahamu is well cognisant of that reality, especially the dominant role that technology plays in the current globalised world. As such, we will strive to continue learning about and using current ICTs both to reach out to various audiences and learn from them, and also to implement our work. Nonetheless, we will not forget that the majority of African people do not have access to the Internet. As such, a variety of channels of communication and feedback collection will be employed in order to effectively communicate to those different key audiences. It will also be important that every category of Fahamu's audience is provided with the right channel to give their feedback.

To be able to that, Fahamu will use:

- An internet based website (www.fahamu.org) to communicate its message to audiences that have access to the web;
- An internet based newsletter and website (www.pambazuka.org) as a platform for progressive voices to express (give feedback) themselves on a variety of issues that affect the African continent;

- Social media (Twitter, Facebook and WhatsApp among others) to reach out to the middle class and the youth;
- Word of the mouth to personalise the message where possible and use influential individuals to disseminate the message;
- Popular and traditional medias such as community radios and short messages (SMS) to reach out and get feedback from audiences in rural areas and who do not have access to the internet;
- Community based and grassroots meetings and gatherings to reach and get feedback from the most marginalised in the society;
- Books and printed magazines to reach out to the academia and scholars;
- Film, podcasts, documentaries etc for general audiences, especially young people;
- Brochures, pamphlets, banners and other printed materials for the general public;
- Mainstream media to reach out to the rest of the general public.

Via these different media of communication, Fahamu believes that it will not only be able to provide opportunities for its message to reach various audiences, but also for those different audiences to reach out to Fahamu with their feedback on Fahamu's work.

Board of Trustees

Fahamu

Nairobi and Dakar, April 2016