



AFRICAN PEOPLES ADVOCACY (APA)

STRATEGIC DEVELOPMENT PLAN

2009-2012

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Introduction

This document sets out the strategy for the African Peoples Advocacy (APA) for the period 2009-2012. Given that APA was founded in September 2008, this strategy essentially reflects what the organisation seeks to accomplish in its initial development stage. The strategic development plan was first generated through recurrent discussions and consultations with the APA Board of Trustees, volunteers, and a wide variety of stakeholders from October 2008 to March 2009. It was reviewed and amended in June 2011, following a six-month consultation period.

This Strategic Development Plan is divided into three sections. The first section provides background information on APA. The second contains recommendations for the development of a proper institutional framework that will enable APA to translate its vision into reality, and gives details of APA's planned projects. The final section includes a fundraising strategy as well as projections of APA's budget for the periods 2009-2010, and 2011-2012.

Section I: Organisational Background

The African Peoples Advocacy (APA) was founded in September 2008 in the United Kingdom following the initiative of **Ms. Sylvie Aboa-Bradwell**, with the assistance of like-minded African Diaspora members. Their desire was to provide a platform for the engagement, awareness-raising, information-sharing and education of African communities and key stakeholders on topics that are of relevance to African peoples and the African continent. These topics were, and remain, mainly race and gender equality, human rights, democracy, African development, education and the eradication of poverty.

APA's registration as a charity was approved in August 2009 by the UK Charity Commission, which outlined its objectives as follows:

1. The promotion of equality and diversity for the public benefit;
2. The advancement of education and relief of financial hardship amongst African communities worldwide.

Vision

APA envisions a world where African communities are educated, and engaged on race and gender equality, human rights, democracy, the eradication of poverty, and all topics that are of relevance to them.

Mission

The mission of APA is to provide a platform for the engagement, awareness-raising, information-sharing and education of African communities and key stakeholders on topics that are of relevance to African peoples and the African continent.

Values

We are committed to, and take pride in abiding by, the following values: Equality; Accountability; Justice; Professionalism; Inclusiveness; Integrity and Transparency.

Current APA Board Members

1. **Chairperson:** **Ms. Betty Okot, MSc**- Betty became Chairperson of APA in December 2009. She is an experienced Research and Policy Officer who has worked with Oxford University, the Royal African Society, Birkbeck College and Keele University, amongst many other institutions.
2. **Treasurer:** **Mr. Don Flynn, BSc (HONS)** - Don has been a Trustee of APA since September 2008; he served as its Executive Secretary between December 2009 and April 2011, and became its Treasurer in May 2011. He is also the Director of the charity Migrants Rights Network, and Chair of the UK Race and Equality Network.
3. **Executive Secretary:** **Ms. Sian Phina Ndome Mafiamba, BA**- Sian is a healthcare professional with extensive experience in charitable and international development work. She became a Trustee of APA and its Executive Secretary in May 2011.
4. **Trustee:** **Dr. Mohamed Rashid Hassan, PhD**- Mohamed became a Trustee of APA in May 2011. He is also Somaliland's Minister of State for Foreign Affairs.
5. **Trustee:** **Ms. Goretti Kyomuhendo, MA**- Goretti became an APA Trustee in May 2011. She is also one of the founding members of the Ugandan Women Writers' Association and Publishing House - FEMRITE, and the founder and director of African Writers Trust.
6. **Trustee:** **Dr. Peter Olusina Alakija, MRC Psyc**- Peter is a Child and Adolescent Psychiatrist and a Trustee of APA since September 2008. He is also Chairperson of Pride Foundation.

APA Charity Registration Number

1131139

Section II: Translating Vision into Reality

APA will seek to become a reference point for the engagement, awareness-raising, information-sharing and education of African communities and key stakeholders on topics that are of relevance to African peoples and the African continent. To realise such an ambitious vision, the organisation needs to be fully aware of its strengths and weaknesses; develop a proper institutional framework, and establish collaborative links with institutions whose interests and agenda coincide with those of APA.

SWOT Analysis

Strengths: There are a lot of strengths for APA to build on. All APA Board Members are highly experienced and well-established professionals in their fields, and greatly respected by countless members of African communities. They bring a wealth of educational and professional experience from an impressive variety of backgrounds. Our Board Members all have several years of experience in leadership positions in non-profit organisations and elsewhere, and they are eager to channel their proven leadership skills, energy and ability to work with others towards the realisation of APA's vision. In addition, their contacts with influential UK and international policy and decision-makers, African community leaders, academics, civil servants, political leaders, media, civil society leaders and business people, make them invaluable assets to the organisation. Also, the technical skills of the APA leadership are very strong, and include public speaking, communication, advocacy, writing, and research in development, economics and many other fields.

Weaknesses: Most of the weaknesses of APA stem from its recent creation. Thus, the organisation does not have the proven experience it may possess in the future. APA currently has no paid staff members, and is run by its Founder, Ms. Sylvie Aboa-Bradwell, with the assistance of the Trustees, and a few volunteers. The organisation has very little income, and many of its administration expenses so far have been covered by its Board Members and Founder. The current office is in the Founder's home in Gillingham, Kent. The organisation should strive to have an independent, rented office within two or three years at the latest.

Opportunities: There are many opportunities for APA. Despite the existence of many other African-led groups, APA is the only organisation whose **motto is "Engaging and educating African communities"**, and genuinely committed to providing a platform for this to happen. The UK democratic environment provides a fertile ground for the constructive engagement of African

communities and key stakeholders. The proven advocacy and development skills of the APA board members make APA an ideal platform to advance education and relieve financial hardship amongst African communities worldwide. There is a lot of excitement and enthusiasm on the part of APA leaders and members about the potential and possibilities to make an impact on African communities and peoples' lives in the UK, Africa and elsewhere.

Threats: The most obvious threat to APA is the competition from more established organisations for resources, time and space. To overcome this threat, APA will explore ways of transforming this threat into opportunities. One way of doing this will be to engage in collaborative work with organisations whose interests coincide with those of APA. Also, APA will seek to differentiate itself from other organisations through professionalism, integrity, credibility and visibility.

Another threat facing APA is the current economic downturn that may hinder the development of a new not-for-profit organisation. To overcome this, APA will seek to build loyalty and credibility amongst potential donors, members and other stakeholders.

Programmes and Projects

As an organisation whose core values include professionalism and integrity, APA will seek to ensure that all its programmes and projects are in accordance with its objective to provide a platform for the engagement, awareness-raising, information-sharing and education of African communities and key stakeholders on topics that are of relevance to African peoples and the African continent. Activities deriving from such programmes and projects could include:

- Hosting seminars, workshops, conferences and public fora on race and gender equality, human rights, democracy, African development, education, the eradication of poverty, and other topics that are of relevance to African communities;
- Undertaking and supporting research into the above topics, publishing the proceedings of such research, and using the publications to engage and educate African peoples and key stakeholders;
- Providing advocacy and leadership training to African community representatives;
- Running training sessions on advocacy for community development as well as gender equality amongst African communities;

- Supporting income-generating activities undertaken by local communities. Such support could take many forms, including collaboration with local organisations to help them raise funds from international donors; research into groups carrying out such activities in order to identify their needs; organisation of high-profile events to help raise awareness of these activities amongst international stakeholders, and providing volunteers to help communities implementing such projects to become more successful.

At this development stage, APA will seek to build on its leadership's strengths and core competencies. Thus, the organisation will only engage in projects where it has institutional skills and knowledge.

Proposed UK Projects for 2009-2010 (Developed after October 2008-March 2009 Consultation)

Project A: Nurturing an Engaged Community

Purpose: This project is aimed at educating, informing and involving the members of African communities in the civic life of the UK.

Area of work: The project fits within APA's core strategic aim to advance education amongst African communities.

Methodology: APA will organise meetings at the Houses of Parliament on topics that are of relevance to African communities. In addition, we will organise civic and social education sessions aimed at members of African communities. APA will also invite individuals such as councilors, MPs and MEPs to address participants on issues that are of interest to them.¹ The organisation will launch the project in London, where 75% of the members of the UK African communities live, and in Kent, where the organisation is located. Should APA manage to raise enough funds, it will expand the project in other parts of the UK.

Need for the project: Available research and data all indicate that the African community is one of the least socially engaged groups in the UK. Furthermore, members of the UK African community are

¹ One such issue could be the national DNA database. Ethnic minorities are disproportionately represented on it: black men are four times more likely to be on the database than their white counterparts.

among the most economically deprived and socially excluded;² a state of affairs which APA believes is in part due to the disengagement of this group. APA hopes to assist in remedying this dire situation, and believes that this project will fill a huge gap, as no other groups are working directly on the issue of engaging the African community in UK civic life.

Duration: The pilot project should last a year.

Project B: Afro-Beat Isolation

Purpose: The purpose of this project is to provide African culture sessions to isolated members of African Diaspora and interested groups. It is anticipated that this project will help beneficiaries meet and befriend other isolated people.

Area of work: This project fits within APA's strategic aim to provide a platform for the education of African communities and key stakeholders.

Methodology: APA will organise classes of African culture for beneficiaries. APA will invite artists from the Association of Dance of the African Diaspora to teach African dance to participants, while APA will teach them African culture. APA will start by running 4 sessions of 4-week classes in Medway, Kent. The organisation will evaluate these pilot sessions and do a needs assessment before expanding the project to other areas in the UK.

Need for the project: Loneliness is a widespread problem in the UK, as conventional family structures are dying out, and people are living longer. This problem is exacerbated amongst black, minority ethnic and migrant communities: many find it difficult to adapt to the UK society, face racism and discrimination, or feel wretchedly isolated because they are away from friends and families. This

² For example, the Work and Ethnicity report published by the Poverty Site states: "Around 15% of non-retired White British **men** aged 25 and over do not work, with similar proportions for White other and for Indians. By contrast, the equivalent proportions for Bangladeshis, Pakistanis, Black Africans and Black Caribbeans are 30-40%. Around 30% of non-retired White British **women** aged 25 and over do not work, with only slightly higher proportions for Black Caribbeans, White other and Indians. For Black Africans, the proportion rises to almost 50%." This report is available online at <http://www.poverty.org.uk/47/index.shtml>

project will give lonely people the opportunity to make new friends while having fun and acquiring new skills.

Duration: The pilot project should last a year.

Proposed UK Project for 2011-2012 (Developed after December 2010-June 2011 Consultation)

Think Africa

Purpose: The purpose of this project is to transform APA into a think tank promoting policies developed by African individuals, and ideas that have worked on the ground in Africa.

Area of work: This project fits within APA's core aim to provide a platform for the engagement, awareness-raising, information-sharing and education of African communities and key stakeholders on topics that are of relevance to African peoples and the African continent.

Methodology: APA will produce a documentary filming the APA staff's attempts to convince philanthropists to back this Think Africa project. To have a variety of characters and increase the chances of the documentary being aired by major broadcasters, the documentary will also include a series of people of African descent pitching their own ideas to philanthropists.

Need for the project: Consultations with many members of the UK African Diaspora indicate that there is a pressing need for an African-led think tank that will promote policies developed by African individuals and ideas that have worked on the ground in Africa.

Duration: The first part of the project should last 3-4 months. Subject to a successful outcome –APA obtains the financial resources it needs to operate as a think tank-, another documentary filming APA's progress as a think tank could be produced.

Section III. Fundraising

While seeking to secure the funding necessary to operate, APA will adopt and respect a clear, principled fundraising policy.

APA's Fundraising Policy

- The underlying principle of APA's fundraising strategy is that fundraising activities should be consistent with APA's vision and goals without compromising, distorting or subverting the organisation's autonomy, independence, identity, integrity and values in the process.
- In developing funding proposals, APA will take into consideration our capacity to implement the project being proposed and the matching resources we have to offer (both human and material).
- As much as possible, fundraising for the organisation will be a team effort. Job descriptions for all programme staff will include a fundraising responsibility.
- When negotiating with funders APA will ensure that the terms and conditions of funding agreements and the procedures and timetable for reporting are mutually acceptable.
- APA will seek to diversify its financial base to include:
 - a) Local, national and international funding
 - b) Private and public funding
 - c) Support from the corporate sector
 - d) Self-generated income
- In preparing budgets, APA will ensure that the full organisational and administrative costs are taken into consideration. Such costs include training and human resource development, evaluation, communication, fundraising, equal opportunities etc.
- APA will not knowingly seek funding from sources that it believes might compromise the integrity of the organisation.

Projection of APA's Budget for 2009-2010

Note: **African Peoples Advocacy (APA) is in its initial development stage; thus, its budget is subject to review, revision and changes.** Projects to be carried out in Africa are not included because they should come from local African groups, and the projects' activities and costs will only be determined after consultation with local African partners. New projects and new items, such as office rent and administrative personnel (director, administrator etc.), will be added in the near future. In our experience, it is very difficult even for established and well-funded charities to raise funds for core costs such as management personnel and rent. Thus, we have decided to adopt the following strategy: we shall, in the first instance, strive to raise funds mainly for the direct costs of projects. Once we have 2 or 3 on-going projects, we shall adopt the **full cost recovery model** to raise funds for indirect costs as well. In a nutshell, it consists in splitting indirect costs (management personnel, rent etc.) between different projects.

Item	Expenditure (£)
1. Human Resources	
1.1. Co-ordinator, Nurturing an Engaged Community Project	15,000
1.2. Co-ordinator, Afro-Beat Isolation Project	15,000
1.3. Volunteers and participants' costs for both projects	10,000
Sub-total	40,000
2. Meetings, Workshops & Classes	
2.1. Nurturing an Engaged Community Project: Rental of event premises; travels; refreshments; public address resources etc.	3,000
2.2. Afro-Beat Isolation Project: Rental of event premises and refreshments	1,800
2.3. Public Launch of Projects	700
Sub-total	5,500
3. Research, Publications & Dissemination	
3.1. Nurturing an Engaged Community Project: Interactive website; monthly newsletter; press releases; surveys and advocacy.	2,000
3.3. Annual reports; leaflets, brochures	1,500
Sub-total	3,500
4. Office and Additional Expenses	
4.1. Computers; IT and administrative support	1,500
4.2. Evaluation and Monitoring	1,000
4.3. Audit, stationery and sundry	1,500
Sub-total	4,000
Grand Total	53,000

Note on Funders: Proposed funders for APA's 2009-2010 projects include Comic Relief; Allen Lane Foundation; Arabella Legacy Fund; European Union; UK Border Agency; Barrow Cadbury Trust; Big Lottery Fund; Joseph Rowntree Charitable Trust; Tudor Trust, and Sigrid Rausing Trust.

Projection of the Think Africa/ APA's Budget for 2011-2012

Note: Although APA submitted grant applications for its 2009-2010 projects to all the proposed funders, only Big Lottery Fund gave us a grant of £8,500 to implement the Afro-Beat Isolation project. After the end of this project in November 2010, we started a consultation with African communities, and other stakeholders to review our proposed projects and fundraising strategy. The problem, it was felt, was that 'Nurturing an Engaged Community' and 'Afro-Beat Isolation' (the 2009-2010 projects) were too broad, and not focused enough on our core aim to provide a platform for the engagement and education of African communities. The 2011- 2012 project proposal–'Think Africa'- is more focused on this core aim. And the new fundraising strategy is to approach more corporate funders and philanthropists.

Item	Expenditure (£)
1. Human Resources	
1.1. Essential personnel –APA Director, 2 Research and Policy Officers, and an Administrator	150,000
1.2. Volunteers' and documentary personnel's costs	8,000
Sub-total	158,000
2. Meetings	
2.1. Meetings with philanthropists and Africans with ideas	1,000
2.2. Public launch of APA as a think tank: Rental of event premises, travels, refreshments, public address resources etc.	5,000
Sub-total	6,000
3. Research, Publications & Dissemination	
3.1. Interactive website; monthly newsletter; press releases; key research of APA as a think tank	5,000
3.2. Annual reports; leaflets, brochures	2,000
Sub-total	7,000
4. Office and Additional Expenses	
4.1. Computers; IT and administrative support	5,500
4.2. Office rental and insurance	22,000
4.3. Audit, monitoring and evaluation, stationery and sundry	4,500
Sub-total	32,000
Grand Total	195,000