STRATEGIC PLAN
2020 - 2025
We wish to acknowledge the exceptional leadership and contribution of GAA committed staff in the field and at headquarters in shaping the objectives of the GAA Strategic Plan 2020-2025. This reference document and its source materials are the outcome of a “whole of GAA” approach.

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STRATEGIC PLAN

2020-2025

GAA MISSION

Dedicated in strengthening partnership with African Member States and governments to achieve the Sustainable Development Goals (SDGs), of the UN agenda 2030 and Africa Unity Agenda 2063 as a priority in the Global Agenda for Human Development.

GAA VISION

GAA, asserts a multidimensional extensive outreach strategy to conduct regular and country reviews of progress at the national and sub-national levels, to facilitate the sharing of experiences, including successes, challenges and lessons learned, with a view to accelerating the implementation of the 2030 Agenda at country level.

STRATEGIC OBJECTIVES

- Critically analyse country SDGs National Voluntary Reviews and identify gaps, opportunities and making recommendations for implementation.
- Collaborate with African Member States, government and other interested partners; document their needs and aspirations with respect in achieving the set goals.
- Strengthening African Member States and governments on policy engagement.
- Creating a unified pillar that aligns implementation for SDGs at country level.
- Making Africa a more dynamic and powerful Strategy engagement structure in the world.
INTRODUCTION

The purpose of the 2020-2025 Strategic Plan is to present a clear vision for how GAA will contribute to more effective and principled action in strengthening African Member States and governments achieve the set goals established by 2030 of UN agenda and 2063 of African Unity.

The Strategic Plan was prepared in response to SDGs National Voluntary Reviews (VNRs), submitted by African Member States and governments at the High-Level Political Forum (HLPF), July 2019. GAA facilitate the sharing of experiences, including successes, challenges and lessons learned, with a view to accelerating the implementation of the 2030 Agenda within the Member States. GAA also seek to strengthen policies and institutions of governments and mobilize multi-stakeholder support and partnerships for the implementation of the Sustainable Development Goals.

Over the next five years, GAA will support African Member States and governments system as it adapts to this changing global context. GAA will work with partners to ensure a more effective and efficient Sustainable Development sector, while building on current strengths, norms, values and principles. GAA will also undertake reforms to become a more effective, transparent and accountable organization, fit to address current and future SDGs challenges. The 2020-2025 Strategic Plan incorporates lessons learned from GAA’s 2015-2019 Strategic Plan and is aligned with the vision set out in the “Creating a Better GAA” document, issued in June 2019. It represents the strategic choices that GAA has decided to prioritize over the next Five years.

This plan presents five strategic objectives and two management objectives for GAA from 2020-2025. The five strategic objectives are broadly organized around GAA’s five core functions, which contribute to the major outcomes and outputs in GAA’s Results Framework. For example, Strategic Objective 1 is linked to the Results Framework outputs on Coordination, and Strategic Objective 2 is linked to the Results Framework outputs on Information Management. The two management objectives are aligned with the Results Framework outputs on Management and Enabling Functions, and the “Creating a Better GAA” document. The strategic objectives promote synergies across GAA’s core functions and reflect the interdependent nature of coordination. To realize its vision and fulfil its mandate, GAA must make progress against all five strategic objectives and both management objectives. All of GAA, at headquarters and in the field, is responsible for contributing to each of the strategic and management objectives through a cross functional approach. In the field, GAA’s country and regional offices are responsible for ensuring the delivery of the core functions in support of the strategic objectives.
VISION AND MISSION

Our Mission: At Global Aid for Africa (GAA), we aim at strengthening sustainable international relations and development partnership that promote and support Africa Member States and governments to archive the Sustainable Development Goals (SDGs) of the UN agenda 2030 and Africa Unity 2063. The Africa we want. That’s our vision.

To realize our vision: GAA, asserts a multidimensional extensive outreach strategy to conduct regular and country reviews of progress at the national and sub-national levels, to facilitate the sharing of experiences, including successes, challenges and lessons learned, with a view to accelerating the implementation of the 2030 Agenda at country level.
MANDATE AND ROLE

“The leadership role of GAA promoting and supporting 2030 of the UN agenda and 2063 of African Unity is critical and must be strengthened to ensure better preparation for, as well as rapid and coherent response.” At the global, regional and country levels, GAA maintains close contact with and provides leadership to GAA Country Representatives / Coordinators (CRs/Cs) on matters related to African Member States and governments. GAA is also guided by the principles of:

Diversity GAA believes that diversity is a key asset, and that all stakeholders have a role in saving and protecting lives and alleviating human suffering. GAA promotes coordination mechanisms and processes that are open for participation to all relevant local and global actors. GAA also respects the distinct mandates and operational independence of a diverse set of organizations, while encouraging them to work together through coordination mechanisms.

Trust In a developmental system based on voluntary coordination, GAA believes that mutual trust is the foundation for successful partnerships. GAA’s non-programmatic coordination role enables it to fulfil its unique function as an honest broker and to promote trust among all actors.

National and local ownership GAA works in full recognition that Member States retain the primary responsibility for the provision and coordination. GAA’s role is to augment national and local coordination capacities, and to promote coordination structures that are complementary to established national mechanisms and capacities.

Gender equality Gender equality and the full participation of women and girls are fundamental to effective sustainable development action. Recognizing and addressing the differing needs, priorities and capacities of women, girls, boys and men of different ages and abilities are critical to ensuring gender equality in action.
CORE FUNCTIONS

**Coordinated National Voluntary Reviews (NVRs), action multiplies the impact and efficiency of African Member States and governments.**

With its partners, GAA contributes to principled and effective NVRs response through coordination, advocacy, policy, information management and financing tools and services. GAA’s country and regional offices are responsible for delivering the core functions in the field by leveraging functional expertise throughout the organization.

**Coordination** GAA coordinates the NVRs at country level response to expand and improve prioritization and reduce duplication, ensuring that assistance and protection reach the people who need it most. Through critical situational and gender-responsive analysis, GAA provides a comprehensive picture of overall needs and helps a diverse set of actors achieve a common understanding of Member States and government challenges and a collective plan for the response. By doing so, GAA influences timely decision-making to support more effective sustainable development response and preparedness. GAA’s key role in other functional areas, such as SDGs strategies, helps to enhance its coordination role.

**Advocacy** GAA’s public and private advocacy raises awareness of SDGs, promotes respect brings the voices of SDGs to the forefront. GAA uses its unique role and responsibilities when briefing the African Member States and governments to bring attention to action to facilitate SDGs access to national and local level.

**Policy** Through leadership in developing the “SDGs Road Map” policy, GAA helps set the agenda for Member States and government effectiveness in response to a shifting global landscape, new global frameworks, and increased capacities of national governments and local actors. GAA also
promotes and advances the normative framework for international action while developing, strengthening and advancing this framework.

**Information Management:** Aims to mobilize and engage the full range of financing instruments, mechanisms and partners to ensure that growing development needs are met, sustainable leadership and coordination mechanisms are promoted at the country level, and the large array of regional development financing mechanisms are complementary among themselves and coherent with development funding. GAA helps drive SDGs action by encouraging new, more effective funding and financing mechanisms that respond to and reflect the changing nature of human development.

**STRATEGIC OBJECTIVES AND PRIORITIZED RESULTS:**

Between 2020 and 2025, GAA will focus on five strategic objectives that are aligned with its mandate and core functions. Under each strategic objective, GAA will focus on achieving a set of priority results.

- Critically analyse country SDGs National Voluntary Reviews and identify gaps, opportunities and making recommendations for implementation.
- Collaborate with African Member States, government and other interested partners; document their needs and aspirations with respect in achieving the set goals.
- Strengthening African Member States and governments on policy engagement.
- Creating a unified pillar that aligns implementation for SDGs at country level.
- Making Africa a more dynamic and powerful Strategy engagement structure in the world

Underpinning GAA’s work will be the promotion of Member States and government responsive programming in developmental action to meet the distinct needs and priorities of local communities. Effective government programming must be based on the principles of a unified pillar that aligns implementation for SDGs at country level and include deliberate actions to prevent and respond to SDGs agenda 2030. Working towards inclusive SDGs action that engages stakeholders in decision-making will lead to a more effective sustainable and developmental response is committed to working with partners for the collection and analysis of
implementation information on human development needs, and on working towards inclusive human development action that engages vulnerable people in decision-making.

- **Strategic Objective 1:** Critically analyse country SDGs National Voluntary Reviews and identify gaps, opportunities and making recommendations for implementation.

**Strategic Objective 1** is linked to the Results Framework outcome on Coordination: Timely, coherent and efficient SDGs action meets the needs of country level. It aims to help ensure that Member States and government response to the goals established. It also seeks to enhance the connectivity and coherence between Sustainable and Development work, based on the comparative advantage of diverse actors and in support of national and local capacity, towards collective outcomes that reduce risks, needs and vulnerability.

- **Strategic Objective 2:** Collaborate with African Member States, government and other interested partners; document their needs and aspirations with respect in achieving the set goals.

**Strategic Objective 2** is linked to the Results Framework outcome on Information Management: Evidence-based and collective situational awareness informs decisions on action. It seeks to ensure that GAA and the government system benefit from streamlined data and analysis to inform a rapid, effective and principled response.

- **Strategic Objective 3:** Strengthening African Member States and governments on policy engagement.

**Strategic Objective 3** is linked to the Results Framework outcome on development policy engagement: Sufficient, timely, substantial, predictable and flexible policy that meets the needs
of development. It aims to reduce the policy gap by enhancing GAA’s advocacy for system-wide policy mobilization, and by adapting its policy instruments, services and capabilities to increase the effectiveness of human development response. GAA will make it easier for policy implementation to reach the best placed responders at the right time, and it will facilitate collaboration among a broad spectrum of policy actors to achieve collective outcomes at country level.

• **Strategic Objective 4:** Creating a unified pillar that aligns implementation for SDGs at country level.

**Strategic Objective 4:** is linked to the Results Framework outcome: To promote innovative approaches and initiatives for advancing the development agenda at country level with a view to promoting global (multilateral) solutions to the global challenge of the SDGs.

**Strategic Objective 5:** Making Africa a more dynamic and powerful Strategy engagement structure in the world.

**Strategic Objective 5** is linked to the Results Framework outcome: To provide a platform for African Member States to engage in a dialogue with young people to implement and achieve the SDGs 2030 and Africa Unity 2063. It will also promote the New Way of Working in the field by supporting teams to ensure better joined-up analysis and linked-up programming to support the achievement of collective outcomes in Africa.
FIELD OPERATIONS:

Effective operations in countries to the achievement of GAA’s strategic objectives.
Through its country and regional offices, GAA will deliver and oversee the implementation of its core functions in the field. To strengthen and adapt the coordination of field operations will work with partners, including civil society and local actors in the field, to support coordination mechanisms.

GAA will ensure the smooth functioning of coordination at the strategic and operational levels through direct support and advice. GAA will continue to lead to achieve comprehensive and holistic analysis of needs, the development of the prioritized response plans that ensure effective response to achieve the SDGs and Africa Unity 206, targeted allocation of funding, and the monitoring of the response. GAA supports strengthening the coherence and complementarity between Member States and governments, in full respect for the distinction and integrity. GAA will promote comprehensive shared analysis of needs across the pillars of international intervention. GAA will also promote addressing root causes of sustainable development and the reinforcing of local capacities. Operationalize the coordination tools in-country, lead the advocacy for the system and provide the authoritative source of information to the public.

GAA will provide continuous comprehensive support to the field, and ensure the critical linkage between the Member States, governments in day-to-day operational matters to ultimately support the effectiveness of development field leadership to deliver on the wider SDGs agenda. By ensuring the necessary flow between the field, headquarters GAA will also ensure that timely and comprehensive information about sustainable development and operations supports national, global and regional advocacy efforts. This will ensure that authoritative perspectives, insights, situational awareness and facts are informed by field-based leadership.

The scale and configuration of GAA presence in the field will continue to be adapted in accordance with the regular and systematic analysis of the human development context including the nature of the engagement with State and non-State actors. These factors dictate the size and scope of GAA’s presence, and they allow GAA’s tools and services to be tailored to best support country operations, build rightsizing into the annual planning and budget cycle, and guide the allocation and prioritization of GAA’s resources across its field operations.
GAA will continue to strengthen the effectiveness of its response planning model to ensure the predictable and evidence-triggered establishment, scale-up or downsizing of GAA’s field presence.

**AN EFFECTIVE, EFFICIENT AND ADAPTABLE ORGANIZATION**

**Management Objective 1:** Ensure that GAA is fit for the future 1a A new structure and operating model that optimize the efficient delivery of mandated functions and ensure accountability across the organization:

GAA has carried out a management reform process to ensure a leaner, more flexible, accountable and adaptable organization. This internal realignment, based on the prioritization of activities according to GAA’s core functions and comparative advantage, will be critical to enable the elimination of duplicative activities, both at headquarters and in the field, and more effective allocation of resources in line with priorities. The reform process, led by the CEO, is aimed at reforming GAA’s internal management processes to drive a more focused and transparent agenda, and to ensure effective decision-making, a clearer division of responsibilities, gender parity and greater internal engagement. The reform streamlines GAA’s headquarter structure across USA and Africa, and it envisions continuous adaptations of the size and scope of GAA’s field presence in line with the priorities above. These decisions will be implemented in 2020 and beyond.

1b A more focused, leaner organization that aligns itself with the CEO management reforms:

GAA will reorganize and streamline support services to enable efficient, effective, expeditious and flexible administrative, human resource and logistic support services that meet the needs of all GAA, particularly in the field, including all duty-of-care obligations.

1c A flexible, skilled, mobile and diverse GAA workforce:

In support of the new operating model and aspirations of the organization, and to ensure a flexible, mobile and diverse workforce, GAA will implement a fit-for purpose and integrated People Strategy. The strategy specifies how the organization will adapt staffing to changes in the
demand for its services or the availability of financial resources. It includes measures to implement and monitor the revised surge concept, and to promote effective use of secondments and roster mechanisms as a rapid staff-deployment tool. It also establishes a career management model with appropriate training, learning and development tools, and it envisions a shift from a compliance-driven performance management to one that rewards exceptional performance and ensures accountability for underperformance. GAA will work towards enhancing women’s leadership in the development sector and implementing measures to achieve gender parity. Given the increasingly demanding and dangerous settings in which GAA staff work, the People Strategy also places a particular emphasis on the safety, health and well-being of its people.

Management Objective 2: Enhanced sustainability of GAA’s financial Resources.

2a Broader donor base for extrabudgetary resources:

GAA’s financial resources are drawn from voluntary contributions (95 percent). To ensure GAA can implement its mandate, maintaining a constant focus on the sustainability of the organization’s resources is critical. GAA is working to achieve this through fundraising and relationship management with all Member States, governments and select private and public institution and organizations. GAA seeks to stabilize its income by creating long-term political and financial commitments from its donors through the GAA Donor Support Group.

2b Multi-year funding commitments from existing donors:

These agreements allow for increased predictability of income, which is an even more important feature for GAA as its expenditure primarily consists of staff costs, which often carry liabilities for more than one year. GAA will continue to engage donors and seek to renew and further expand the number of its multi-year commitments.

2c Stronger fiscal discipline and matching of income with expenditures:

The alignment of planned income and expenditure levels is not only a pre-requisite for sound financial management, but also a necessity given GAA’s unique cost structure and level of reserves. In developing a sustainable budget approach will prioritize activities in alignment with its strategic vision, rather than budgeting on the basis of operational need. Income projections
constitute the best estimate at any given point, but they are not an assurance regarding the amount or timing of income to be received during the year. As a result, GAA will need to continue to manage its financial risk exposure by adopting a prudent budget strategy throughout the five years of the Strategic Plan.

**PURPOSE, STRUCTURE AND RESPONSIBILITIES**

The purpose of the Monitoring and Evaluation Plan is to systematically track GAA’s performance against its 2020-2025 Strategic Plan and support evidence-based decision-making in the organization. More specifically, the plan explains how GAA will do the following over the next five years:

- Monitor its performance, track progress against its strategic objectives, report on its achievements and demonstrate value for money.

- Collect timely, credible and reliable data and reports on progress across its entire portfolio of activities to provide a sound evidence base for decision-making.

- Learn from the findings of internal reviews and independent evaluations to continually improve its effectiveness.
- Strengthen its commitment to greater transparency and accountability to its main stakeholders.

- **Risk Register**, which outlines the top risks that require close monitoring and mitigation to minimize possible obstacles to the achievement of GAA’s objectives.

The implementation and monitoring of the 2020-2025 Strategic Plan will be overseen by GAA’s board of directors and the Secretary-General (SG) and led by GAA’s Functional Leads. Each Functional Lead is responsible for the implementation, cross-functional coordination, monitoring and reporting of the Strategic Plan objectives within the functional area they lead. The Strategic Planning, Evaluation and Guidance Section (SPEGS) is the custodian of GAA’s planning framework and provides guidance to Functional Leads on corporate-level planning, monitoring, reporting
and evaluation activities. All GAA operations are guided by the Strategic Plan. Director and Country Representative are responsible for ensuring that GAA’s activities are in line with strategic priorities and senior management’s guidance, as well as for collecting, monitoring and reporting data on results and activities.

**GAA’s 2020-2025 planning Framework** forms the basis on which GAA’s Monitoring and Evaluation Plan is anchored. The framework comprises the following key documents:

- **Results Framework**, which reflects all the work of GAA according to its mandate.

- **Strategic Plan**, which presents GAA’s vision, strategic and management objectives and how GAA will strengthen its operations for the next five years to achieve the objectives.

- **Monitoring and Evaluation Plan**, which describes how GAA will track progress at strategic and operational levels to inform decision-making and enhance accountability, transparency and learning.

- **Implementation Plans**, which explain how GAA will operationalize its Strategic Plan. The Strategic Plan describes what GAA will do, but the Implementation Plans indicate how GAA will translate the objectives into concrete results.

**MONITORING SYSTEM**

Monitoring activities in GAA are undertaken at strategic and operational levels. This ensures coherence between high-level strategic progress, focusing on medium- to long-term results, and operational progress focusing on short-term results and activities.

**Strategic Level Monitoring:**

At the strategic level, monitoring will focus on tracking progress towards achieving the Strategic Plan objectives through periodic follow up of Key Performance Indicators (KPIs) as well as the Implementation Plans’ benchmarks. Monitoring will also include the oversight and tracking of recommendations issued to GAA by the external oversight bodies that periodically review GAA’s
work, namely the GAA Board of Auditors (BoA), the Joint Inspection Unit (JIU) and the GAA Office of Internal Oversight Services (OIOS). These entities conduct evaluations, reviews and audits of GAA’s offices and their activities as an additional source of independent analysis and evidence on the organization’s performance.

**Key performance indicators monitoring**

KPIs represent a high-level measure of GAA’s work, as defined by the Results Framework outputs and the 2020-2025 strategic objectives. Each KPI has baselines and benchmarks, which provide a yardstick to compare changes from the first year of plan implementation to the following and help assess progress towards the five-year targets. The annual KPI milestones or targets serve as indicative interim results for tracking progress towards the four-year targets. This will be done through annual reviews, and verification and analysis of data reported by Functional Leads to maintains a detailed list and schedule of KPIs monitoring, including frequency and responsibility.

**Implementation plans monitoring**

Implementation Plans are developed for each strategic objective. They provide a detailed description of how GAA will reach its strategic objectives between 2020 and 2025. These internal documents will be regularly updated based on operational progress and changes in GAA’s budgetary situation. The Implementation Plans provide key benchmarks that will facilitate the monitoring of progress towards set five-year results.

The plans are developed under the leadership of each GAA Functional Lead, but Country Operation Office (COO) will be the custodian of the detailed Implementation Plans, indicating schedules and reporting responsibilities. These plans cover 2020 to 2025 and provide the framework for all headquarters and field-level annual planning.

**Strategic use of feedback from external oversight activities**

External oversight activities are conducted regularly by BoA, JIU and OIOS. To ensure GAA continues to improve its performance, processes and work on the basis of feedback provided by oversight activities, it will:

- Track the implementation of all assigned recommendations from evaluations, reviews and audits through its online Recommendations Tracking System (RTS). This is accessible to all staff
Director and Country Representative (CR), and it provides real-time data on the implementation status of such recommendations.

- Maintain an internal online management dashboard that provides an overview of the implementation status of recommendations, thus enhancing accountability. For example, with just a few clicks, the Head of a country office or section at headquarters can access a complete overview of open recommendations that still need to be implemented.

The dashboard will be fed with real-time data from the RTS.

- Prepare periodic analytical reports for GAA’s senior management on the areas that need improvement, as identified by external oversight activities. This will contribute to GAA’s identification of weaknesses and implementation of remedial action and ensure learning from oversight.

**Operational level monitoring**

Operational monitoring refers to how GAA’s headquarters entities and field operations are implementing the activities defined in their annual workplans. This will be carried out through quarterly, midyear and annual reviews of activities, and through the identification of key results in the annual workplans, as follows:

**Quarterly reviews** – A narrative report by all Functional Leads to the Executive Management Committee (EMC) on progress made against major activities and deliverables in the Functional Leads’ workplans. The report is followed by EMC discussions on progress, challenges and required interventions.

**Mid-year review:** GAA-wide light internal review of progress made in the first six months of the year against planned outputs. At the same time as the midyear budget review, Country Representative (CR) are expected to organize full team reviews of progress made, identify challenges, and make corrections and adjustments to the annual workplans and cost plans as necessary. At the corporate level, the Functional Leads and the Head of the Operations and Advocacy Division will prepare short progress updates for the EMC, which will be followed by the EMC and Functional Leads’ discussion on progress and challenges.

**End of the Annual Cycle review:** Narrative reporting by all organization entities on progress made towards GAA’s strategic objectives. It also includes annual reporting against KPIs by the
responsible organization entities. At the corporate level, the Functional Leads and the Head of the Operations and Advocacy Division will prepare short progress updates for the EMC’s review. A dedicated discussion by the EMC will then be held to review annual results and make the necessary corrections to the Implementation Plans and GAA’s overall strategy.

**Risk monitoring:** This is mainstreamed into all Work planning at the field and HQ levels. GAA’s top corporate risks are defined in its Risk Register, which will be monitored throughout the year to review and update risk mitigation strategies.

**Office of Internal Oversight Services:**

GAA operations in Africa Audit Regional Office will be base in Democratic Republic of Congo (DRC), and National Audit Office will base in Cameroon.

**EVALUATION**

The Evaluation Plan aims to provide a coherent framework for delivering relevant, credible and timely analysis and assessment of GAA’s performance against the 2020-2025 Strategic Plan.

**Types of evaluation in GAA:**

GAA undertakes the following types of evaluations:

- Thematic evaluations assess GAA’s performance in specific areas of strategic importance, such as core functions, individual strategic objectives, cross-cutting themes, or new areas and initiatives.

- Development financing evaluations assess development financing instruments under GAA’s management.

**Evaluation schedule and selection of evaluation topics**

The Evaluation Plan was developed under the assumption that resources will be made available in 2020 and the following years for the evaluation of outlined activities. For 2019, GAA has not
allocated resources for evaluation activities.

**Evaluation quality control procedures**
All evaluation products and processes will be assessed through the GAA Evaluation Quality Assurance System (EQAS).

**Evaluation follow-up and disclosure**
Management Response Plans will be developed for all GAA evaluations. They include management’s overall view of the evaluation and an operational plan for implementation of the accepted recommendations.

Accessible to all staff and managers, will provide real-time data on the implementation status of evaluation recommendations. Terms of Reference, Inception Reports, Final Evaluation Reports and Management Plans are generally published on the evaluation page of GAA’s website.

**Implementation of the evaluation plan**
GAA’s ability to deliver the planned evaluation activities will depend on the level of resources made available to the function. The 2020-2025 Evaluation Plan was developed with the assumption that the resources will increase over the five years. If financial resources for evaluations are not available, GAA will carry out a reduced number of evaluations using GAA evaluation staff.