AFRODAD ANNUAL REPORT 2008



AFRODAD

African Forum and Network on Debt and Development

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1.0. Introduction

Within the development policy arena, 2008 was globally significant as it carried with it special international events directly linked with financing international development. Of particular significance and note were: the International Forum on Aid Effectiveness held in February; the first biennial Development Cooperation Forum held in July; the Third High Level Forum on Aid Effectiveness held in Accra, Ghana in September as well as the review of the Financing for Development Agenda that took place in Doha, Qatar in November. Most importantly, the Development Cooperation Forum (DCF) phenomenon is growing to become a principal mechanism for global dialogue and policy review of key development cooperation issues - reviewing trends and progress in development cooperation, gaps and obstacles, with the aim of improving the coherence and effectiveness of the international development cooperation system through policy dialogue.

Sadly, 2008 will emphatically be remembered as the year when global financial markets failed. The latest report on the Millennium Development Goals notes that little progress was made in reducing extreme poverty in sub-Saharan Africa. While per capita emissions remain lowest in sub-Saharan Africa, it is the African continent that is most vulnerable to impacts of climate change and has limited capacity to adapt to its consequences. Uncertainty and instability in international financial, currency and commodity markets are contributing to a gloomy outlook for the world economy and present considerable risks for the developing world. The situation will be exacerbated by monetary policy becoming more restrictive in response to the price effects of commodity imports, rather than providing an expansionary stimulus to counter the recessionary tendencies.

In sub-Saharan Africa, efforts are needed on all fronts including upgrading infrastructure and improving the health and education of the workforce, as well as tackling weaknesses in the areas of market efficiency and technological readiness. Most African countries continue to lag behind the rest of the world in competitiveness, and are firmly placed behind other developing regions across all areas. An analysis of the highest-ranked countries in Africa across the various pillars of national competitiveness shows, however, that there are strong individual country performances throughout the continent in areas as diverse as institutional quality, macroeconomic stability, business sophistication and innovation. These countries can serve as benchmarks for other economies in the region, as points of reference in their efforts to improve their competitiveness.

This Annual Report attempts to provide insight into AFRODAD's operating environment and how it responded to its own mandate and set of planned activities. AFRODAD believes that it influences its operating environment just as much as the environment influences its work. This interactive process is the essence of change in which AFRODAD expects to influence African development positively. In the midst of various challenges which included uncertainty in institutional funding base and the unstable Zimbabwean political and economic environment, AFRODAD was able to consolidate its pan-African agenda of research-based advocacy by working with affiliates and partners.

AFRODAD's research and policy analysis work remained that of providing the evidence and analysis on which to base understanding of Debt issues and the appropriate advocacy for policy change. The AFRODAD 2008 Annual Plans envisaged carrying out four major field studies in line with the 2006-2008 Strategic Plan's four key category areas of Millennium Development Goals; External and Domestic Debt Analysis; Resource Use and Management as well as Mobilization Towards a Critical Mass on Debt Issues.

These research activities enabled AFRODAD to participate with confidence in various Lobby and Advocacy activities and engage with various governments, governmental, inter-governmental institutions as well as other civil society organizations at various national, sub-regional, regional and global levels in seeking change towards a more just development environment for Africa and the world as a whole. On the other hand, AFRODAD continued articulating through its advocacy and lobbying work a clear analysis of Africa's problems with both domestic and external debt and the development aid challenges that have stifled sustainable development over the years. This included adding civic pressure on the industrialized countries and their institutions to abandon conditionalities that have frustrated the viability of many donor-financed projects and programs.

In all programme activities, AFRODAD's national partners are the key focal points in the conception and implementation of the research and advocacy activities and the information dissemination of all the projects although most of them do not directly do the actual desk and field research. The basic idea is to empower the national partners by giving them an opportunity to work out all the phases of the project. In some cases the AFRODAD secretariat has assisted to identify and match its partners with other socio-economic CSOs with the requisite skills to enable them to outsource some of their work.

1.1. Successes and Challenges

The year 2008 is memorable and historic as it marks the 12th anniversary of AFRODAD. The half of the year has included, among other activities, the drawing up of a strategic planning session for the next three years 2009-2011 and an internal institutional audit. This was punctuated by an institutional evaluation in November; all aimed at exploring ways of getting the organization to do even better than what it has done in the past. A restructuring exercise leading into 2009 then followed.

1.1.1. Success Issues

AFRODAD has continued to work with a number of intergovernmental institutions and parliaments in pushing its vision for an Africa that is debt free and able to pursue its own development policy agenda without undue influence from elsewhere. Some notable milestones in this direction included joining the OECD Advisory Group on Aid Effectiveness, which was a multi-stakeholder group involving CSOs, government and donors, as well as convening a Parliament-CSO meeting in conjunction with the Millennium Campaign Group.

Strengthening partnerships with Africa's development partners is an important anchor of AFRODAD's efforts to help advance the African development agenda. Many of the partners have responded to our efforts by supporting us with additional financial resources because they share with us the understanding that our joint work cannot be done without adequate resources to support the expanded work.

AFRODAD, as a member of the Organization for Economic Co-operation and Development(OECD) Advisory Group on Aid Effectiveness, played a very significant and leading role in preparing African and global Civil Society Organizations (CSOs) for the Third High Level Forum on Aid Effectiveness held in Ghana in September. AFRODAD prepared a number of key documents and case evidence to influence both the decisions at Accra and in Doha. A number of submissions were forwarded to the preparatory committees of both conferences and verbal submissions were made of the same in various fora.

The whole essence is to ensure that African development issues, particularly those pertaining to socio-economic justice, are kept on the agenda and that they receive the maximum attention they deserve as a means of getting development improvements in the continent. As a network and forum, AFRODAD secured the participation of most of its partners in dialogues at various levels including the high level fora at both Doha and Accra. Most important has been our active participation and engagement with the Development Cooperation Forum (DCF). The DCF phenomenon is growing to become a principal mechanism for global dialogue and policy review of key development cooperation issues - reviewing trends and progress in development cooperation, gaps and obstacles, with the aim of improving the coherence and effectiveness of the international development cooperation system through policy dialogue.

AFRODAD managed to remain focused on key targets and areas of influence, especially in increasing our impact on empowering African governments to be able to engage more meaningfully for and on behalf of the African people in economic justice. The organization has improved its visibility and many are proud to be associated with its activities. This is a sign that the niche the organization chose is relevant to the developmental process in the region. Efforts are also being made at refining and consolidating certain programme focus areas; this includes the Internship Programme, the North-South Exchange Programme with the Norwegian Church Aid and the link with our Southern partners.

In 2008, AFRODAD continued to mobilize resources in line with its Strategic Plan. New funders such as Ibis, Action Aid International and NORAD came on board to support both research and advocacy work.
Partner forums were organized during the period under review to share information with partners and stakeholders on various advocacy and lobby issues.

During 2008 AFRODAD, in a bid to strengthen its internal systems and structures in line with its growth in the past five years, managed to undertake a job evaluation exercise, an internal audit and an evaluation.

The financial systems internal audit review was carried out between the 2 and 6 June 2008. The review covered the following areas of financial management: the accounting package; the chart of accounts; accounting vouchers; books of accounts; staffing; grant management; internal reporting; external reporting; budget management; cash flow management; the role of the Board, policies and procedure manuals, internal and external audit, segregation of duties, purchasing, payments, bank management, receipting, travel, payroll, asset management and IT Management.

The review noted among many other things that there are adequate comprehensive Human Resources policies and procedures manual in place. The Finance Manual, on the other hand, is not as comprehensive. The Finance Manual was prepared when the organization was still starting up and it has not been revised to suit the organization's growth.

1.1.2 Our Shortfalls and Challenges

The financial systems review noted that the organization has been having problems with the Pastel accounting package. The package has been producing reconciliations that are out of balance since May 2007 resulting in information having to be compiled manually for the production of reports. In a nutshell the review, to a large extent, concluded that the organization has inadequate financial systems in place and this has had a major impact on the production of both internal and external reports. It was recommended that an extra finance clerk be employed; introduce an asset disposal policy, an IT policy and a Procurement policy. The employment of an accounts clerk has been done and the other recommended policies are still work in process.

The evaluation on the other hand recommended the restructuring of the organization given the ambitions expressed in the new Strategic Plan 2009-2011. Of key importance to the evaluation is a call to revamp the Board and staffing structure. The results-based management system introduced by the Board Chair will go a long way in ensuring a performance framework for the activities based on clear work plans. In the restructuring process, AFRODAD needs to have additional staff to run with key projects over the period of three years with ownership and responsibility on the shoulder of the Project Officer to deliver on the outputs and outcomes over a three year period. As a regional organization, AFRODAD must depend on its networks and also mobilize other civil society organizations for a critical mass that would support its work but also move its work forward at the national level.

AFRODAD's key challenge in 2008 has been its operational environment of Zimbabwe. The political and hyperinflationary environment has inflated the organization's administrative costs. The secretariat has made efforts to procure some basic office needs, goods and services from neighbouring countries especially South Africa. This is, however, no easy a solution as it looks at first sight. Relocating has not proved an option either. The decentralization of office functions and personnel to partners/affiliates across the continent seems easy and viable at the moment. A new system incorporating AFRODAD's decentralization will be introduced.

One life threatening environment operational risk is the increase and dollarization of income taxes and all other services. An illustrative cost is the hiking in September by ZIMRA (the Zimbabwe tax authority) of taxes on NGOs from the 20% per individual income to 47.5% backdated to June 2008. This meant AFRODAD's monthly taxation shot up almost threefold. In essence this meant that if the trend had continued for more than three months, AFRODAD's annual budget for incomes and taxes would have fallen short by three months on 2008. The temporary relief to this came in the form of tax bands widening, but there is no guarantee of this not recurring in the near future.

Section 2 Key Annual Activities

AFRODAD's Research and Policy Analysis work remains that of providing the evidence and analysis on which to base understanding of Debt issues and the appropriate advocacy for policy change. The major research activities are divided into two categories of Field and Desk Research. Research activities enabled AFRODAD to participate with confidence in various Lobby and Advocacy activities and engage with various governments, governmental, inter-governmental institutions as well as other civil society organizations at various national, sub-regional, regional and global levels in seeking change towards a more just development environment for Africa and the world as a whole.

A. Research & Lobby Activities on Specific Projects

2.1 Export Credit Agencies

Export Credit Agencies (ECAs) have been regarded as globalization's dirtiest secret mechanisms with massive "dirty" projects in many countries across Africa. The productivity and viability of such projects is often questionable and said to contribute to the mounting external debt of the recipient country. Third World governments have not been able to put in place operational policies to limit the use of export credits for fear of losing investors. Export guarantees and investment insurance turn out to be primarily trade-promoting instruments for companies in the North rather than development-oriented instruments for the Third World. The economic, social and environmental consequences of the projects supported are dubious and the 'ambiguous' character of export credits and guarantees only further aggravate the problem. Exporters enjoy the full yields if a project is successful but are also able to transfer the losses to the public sector when confronted with the risks of international finance.

2.1.1 Research Objectives

The major aim of the study is to investigate the extent of the African debt overhang resulting from the use of export credits and offer solutions pertaining to how best ECA supported credits and investments can contribute to sustainable and equitable development in Africa. The major aim of this second ECA project (after the 2005 research case studies) was to get more research-based evidence by investigating the extent of the African debt overhang resulting from the use of export credits and offer solutions pertaining to how best ECA-supported activities can help achieve sustainable and equitable development in Africa.

To achieve this, the following specific objectives are pursued:

- To secure a better understanding of the role of export credits in Africa's mounting external debt and environmental degradation.
- To identify and analyse the mechanisms by which export credits contribute to Africa's indebtedness and ecological damage.
- To document evidence regarding the need to adopt more effective environmental and debt management strategies for export credits in Africa.

- To establish the role, success and failure of export credits in financing development in Africa.
- To ascertain the opportunity costs of using export credits to finance development in developing countries and their implications.
- To initiate public debate on the need for public accountability and transparency of export credits.
- To a large extent this has been done.

2.1.3. ECAs Planned Activities, Challenges and Achievements

The studies were commissioned in Gabon, DRC and Lesotho. Reports from both DRC and Lesotho were received. The Gabon report was never received as political difficulties experienced in that country made it impossible to carry out the research, while the DRC report was limited to two main sources.

More lobby work with both ECA home countries and African governments for policy changes is one of the key objectives of the project. In addition to this there is the expectation that key stakeholders in the region can reach consensus on key issues relating to the role of ECAs in Southern Africa. These then can be carried out into the global advocacy arena. Thus, the establishment of a network of active participants in Southern Africa interested in the issues and able to make contributions to the process is one of the anticipated project outcomes.

The idea of instilling a better understanding of the role of export credits in Southern Africa's external debt and environmental degradation has begun to take place through our previous research literature, articles posted on the website and on-going consultations with intergovernmental institutions. Unfortunately due to resource constraints the project is yet to move with the necessary speed and reach this stage.

2.2 The PRGF and Fiscal Space in Africa

Attainment of the Millennium Development Goals can surely not be met without substantial debt relief, particularly for low-income countries. The Highly Indebted Poor Countries (HIPC) programme is one such initiative, whose stated objective is to "strengthen the links between debt relief, poverty reduction and social policies". One of the requirements of HIPC is the Poverty Growth and Reduction Facility (PRGF), a lending arrangement of the International Monetary Fund (IMF), which is replete with structural reforms and quantitative conditions intended to increase the fiscal position of borrower governments. The objective of this project is to make an assessment as to whether the fiscal space of the case studies has indeed improved and contributed to the country's development strategy.

2.2.1. Research Objectives

The objective of this project is to make an assessment as to whether the fiscal space of the case studies has indeed improved and contributed to the country's development strategy. The study outcomes in the form of research reports are the first output followed by the information dissemination and lobby for change with key stakeholders.

More specifically, the study seeks to:

1. Establish how the PRGF has been underpinned within the national macro-economic framework
2. Establish how the programs have shaped the public expenditure framework
3. Present the challenges in the implementation of the PRGF
4. Present the failures and the gains from the implementation of program
5. Establish the linkage between the program with various national instruments including: National development plans/visions/strategies, Medium term expenditure framework, National Budget, Sector allocations

2.2.2 Planned Activities, Challenges and Achievements

The reports from the five countries and the synthesis report have been finalized and placed on the website. One of the key collaborators in this research was the Mozambique Debt Group. The national consultations were held with the view of creating a multi stakeholder forum for discussing Cameroon and Mozambique's PRGF program and its impact on development financing. The meetings benefited from both the research findings and wealth of knowledge and expertise from the convening organizations. The meetings dealt with issues related to the systemic problems in the PRGF program as well as options and opportunities the governments could consider. Other issues included the role of CSOs and parliament on macroeconomic reforms in Cameroon.

The advocacy and dissemination of key findings is yet to be taken to the major targeted audience of the project work - the African Union Commission, the Conference of African Finance Ministers, the UN Economic Commission for Africa and key bilateral donors at the OECD.

2.3 Aid and Ecological Debt in Africa

This project explores the origins of ecological debt and its relationship to financial debt. Key research-based information on the subject has been lacking in the continent and AFRODAD's research fills that gap. A global coloniality perspective asserts that the global South, given the exploitation of its peoples, places and resources throughout the history of a global economy, is an ecological creditor as opposed to being in financial debt to the global North. We engage scholarship on global coloniality to re-examine questions of extraction, production, waste, distancing and consumption as they are related to issues of race, class and gender in the construction of a North-South divide.

2.3.1 Research Objectives

The main objective of the project is to develop a policy brief that will lead to the formulation of a new global framework of economic development that will address the extraction of and investment in natural resources and the associated ecological costs of doing so by highlighting the ways in which prevailing governance frameworks have failed Africa. In particular, the recommendations seek to influence the G8 deliberations, which will focus on, among other things, natural resources, the environment and climate change in 2008, as well as to keep Africa on its agenda. The specific research objectives are:

1. To define ecological debt, its nature and scope.
2. To examine the relationship between aid and investment in extractive industries with a view to identifying the power relations between them.
3. Identify the effects of investments in the extractive industries on poverty eradication initiatives and climate change.
4. To compile specific examples (3) from each country case illustrating the socio-economic and cultural impacts of investment in the extractive industries.
5. To make specific recommendations towards the reform of governance and accountability frameworks concerning investment in the extractive industries.

2.3.2. Planned Activities, Challenges and Achievements

In the research phase the following organizations were also partnered at national level CENADEP in the DRC, Jubilee Zambia and ANEEJ in Nigeria. The draft country case studies have been done and are still to be jointly edited by Action Aid and AFRODAD for publication. An advocacy brief was prepared for the High Level Forum on Aid Effectiveness in Accra, Ghana in September 2008. However, due to legal implications and the need to fine tune facts in the brief, the publication was put on hold by Action Aid and AFRODAD pending verification of research statistics and claims. The project represents the first joint activity between AFRODAD and Action Aid International and will now move into its lobby and advocacy phase.

2.4 Foreign Direct Investments (FDIs) and Development in Africa

The return of good governance and peace in most countries is expected to attract FDIs that are needed to expand output and produce quality products that can compete in international markets making sub-Saharan Africa less dependent on development aid in the future. While the relationship between FDIs and aid has been alluded to in a lot of literature, little has been discussed pertaining to how African countries, through FDIs, envisage attaining sustainable development and the millennium goals beyond aid dependency. Put differently, the question is - will aid recipient countries graduate from aid dependency and be able to finance their developmental needs from FDIs and other private markets?

2.4.1 Research Objectives

This project seeks to illustrate the challenges that underpin the debt sustainability analysis and framework of the country cases vis-à-vis the need to achieve the Millennium Development Goals. Within the same framework dynamics from the high oil prices, vulture funds and the domestic debt particularly among the HIPC and post HIPC countries will be put in perspective. Key targets to this work are the Bretton Woods Institutions who have, for a long time been defining and designing frameworks to address the debt sustainability question. African governments are also expected to be well informed and active in calling for changes in the Bretton Woods Institutions' approach to debt sustainability as it is inadequate, exclusive, discriminatory and antidevelopment.

The research portion of the project aims to:

1. To explore the convergences and divergences of FDI interests in both investor and host countries
2. To assess the extent to which various bilateral agreements determine the direction of FDI in the host country
3. To examine the various policy instruments guiding FDI in the host country
4. To evaluate the sustainability of current and future FDI in the host country
5. To make recommendations towards moving beyond aid dependency

2.4.2 Planned Activities, Challenges and Achievements

The study was commissioned in Uganda, Nigeria, South Africa, and DRC. The final reports and a synthesis have been produced. Efforts to get research done in Liberia failed. Quite a lot of information on the operation, impact and strategies to deal with FDIs in the researched countries has been generated. More concrete steps to take this to the targeted relevant institutions for lobby and action remains the next step.

2.5 The Challenges to Debt Sustainability in Africa

Debt relief initiatives, coupled with the international community having set the development goals for the new millennium, have renewed attention to the nature and quality of financing of development programmes. The objective of this project is to identify the contribution of the HIPC and the MDRI programme in the context of assessing the debt sustainability scenarios of developing countries with a view to ascertaining whether the frameworks have been realistic in understanding both the endogenous and exogenous shocks on which these countries operate. In this regard, the project seeks to illustrate the challenges that underpin the debt sustainability analysis and framework of the country cases vis-a-vis the need to achieve the Millennium Development Goals. Within the same framework dynamics from the high oil prices, Vulture Funds and the domestic debt particularly among the HIPC and post HIPC countries will be put in perspective.

2.5.1 Project Objectives

The specific project activities are to:

- Provide an update of the study country's HIPC programme.
- Undertake a Debt Sustainability analysis of the country case.
- Evaluate the extent to which the DSA calculated is based on the country's plans for poverty reduction and meeting the MDGs.

2.5.2 Planned Activities, Challenges and Achievements

Research was commissioned in Uganda, Ghana, Zambia, Rwanda, Ethiopia, as well as a policy brief. The final reports for the country cases have been received and posted to the website. Among other collaborators at the national level, AFRODAD partnered with Uganda Debt Network in this project. The Zambia study was canceled as the consultant had other engagements.

Key targets to this work are the Bretton Woods Institutions who for a long time have been defining and designing frameworks to address the debt sustainability question. African governments are also expected to be well informed and active in calling for changes in the Bretton Woods Institutions' approach to debt sustainability as it is inadequate, exclusive, discriminatory and antidevelopment.

2.6 The Role of IFIs in the Extractive Sectors

In order to isolate the issues of economic governance, we have identified the stable and legitimate governments of Ghana, Uganda, and Zambia. Each is resource rich. Each has programmes with IFIs and has accepted loans and technical assistance in order to develop some aspects of their extractive sectors. Finally, each is aid dependent, with net aid as a percentage of central government expenditures of 57.7%, 72.6, and 74.7% for Ghana, Uganda and Zambia respectively.

2.6.1 Research Objectives

The objective of this project is to improve understanding of the financial transactions surrounding the extractive industries in Africa, with particular emphasis on the roles played by IFIs both as lenders and donor partners. Based on the project objectives, the research aims to improve international understanding of the importance of economic governance towards sustainable development by collecting the information necessary to point out best and worst practices.

Specifically, the research aims:

1. To critically examine national development strategies for emphasis on resource extraction and the roles played by Northern counterparts and international financial institutions.
2. To make recommendations as to the most appropriate planning, structural and regulatory frameworks to fully benefit from the resource-led strategy.

2.6.2 Planned Activities, Challenges and Achievements

Research was commissioned in Ghana, Uganda, and Zambia. The country draft reports of the Ghana and Uganda cases have been received and reviewed. The Zambia consultant was successful in delivering a preliminary report which was contaminated and the case study remains to be re-commissioned. This project will in 2009 move into its lobby and advocacy campaigns. More case studies to complement the existing ones will be done.

2.7 Debt Profiles

The burden of debt is indeed one of the most urgent issues of our time. The debt profiles are not just about the amounts contracted, the interests and principal paid and still to be paid, or the amounts already paid off. They help address issues related to the nature of a country's debts, governments and creditor banks' compliance with procedures and requirements and the accompanying terms and conditions. Debt profiling is very important as a means of checking whether progress is being made to address indebtedness even in the face of new lenders such as China and India in the continent.
AFRODAD's focus remains that of contributing to sustainable development that will secure sustainable debt levels in African countries. With that in mind, AFRODAD has the main intention of ensuring that development activities can contribute to a more viable African political economy that will break the cycle of poverty.

2.7.1. Activities; Aims and Expected Outputs

The aim of the Debt profiles is to provide policy makers and civil society organizations with statistical information to monitor evolution of the Debt situations in their countries and others. Debt profiles will also relate statistics on debt with issues of economic and fiscal policies and more importantly provide comparative analysis between different countries and regions. One of the objectives of the project is to study the debt meticulously and bring the results of the study to the public's attention, in order to develop new ways of negotiating with the creditors. The other objective of debt profiles is information to citizens particularly ensuring that taxpayers do not pay for the debts of private corporations. It is all about transparency and accountability.

2.7.2. Achievements and Impact

Work on debt profiles has been satisfactorily carried out during the last six months. A detailed compilation of the African countries debt-related and economic indices has since been completed and posted on the website. This helps AFRODAD as a Pan-African Debt Forum and Network to quickly attend to requests from either public or private organizations seeking statistics on African countries. By bringing this issue to the fore, we hope it will inspire our parliaments and other policy makers to consider the rationale behind the campaign to fight for the cancellation of odious and illegitimate debts and above all, use it as a way of exposing and rooting out corruption in the public sector.

2.8 Fair and Transparent Arbitration Work (FTA)

AFRODAD, since 2001, has embarked on the FTA project in a bid to continuously influence debate on the setting up of an FTA mechanism and increase pressure on the G8 and the Bretton Woods Institutions. AFRODAD has continued influencing the debt workout approach by writing to and meeting UN officials, civic groups and the Fund and Bank officials. The FTA mechanism seeks to enshrine the principle that basic human rights and socio-economic justice take precedence over creditor rights, ascertain the legitimacy of creditor claims, identifying those which may be odious and give the affected people a right to be heard. Under such a framework the level of debt which a country can repay would be linked to human rights rather than arbitrary debt service/export ratios. The adoption of a FTA mechanism would also help make lending more responsible, as lenders would have to take responsibility for irresponsible or illegitimate lending, reduce the moral hazard and make debt reduction available to countries that need it rather than restricting it to arbitrary lists.

2.8.1. Aims and Expected Outputs

AFRODAD's work remains centered on challenging the neo-liberal development paradigm which informs the current power imbalances between Debtors and Creditors in the resolution of Debt. Some of the activities pursued during the year include the following: (i) FTA Campaigns at national level (Nigeria and DRC) (ii) Packaging of FTA campaign material and literature (iii) FTA tours to solicit support of regional and international institutions and governments, (iv) African FTA Regional campaign meeting. Simply put, FTA in 2008 aimed to mobilize civil society through both the global and African social forum platforms to support the FTA programme. Thus, the campaign for a Fair and Transparent Arbitration project was the key focus for the FTA project.

2.8.2. Planned Activities, Challenges and Achievements

National campaigns and the regional meeting have since been held as per schedule. Campaign literature, in the form of stickers, pamphlets, brochures and banners, have since been developed and printed. Efforts have also been taken to engage colleagues in Europe and elsewhere through meetings such as the ones convened by CONCORD and others in Brussels and Paris. Networks and groupings around this have since been motivated with the purpose of further sensitization of the citizenry on the campaign. One of the challenges of the campaigns has been its technical nature which the general populace find difficult to comprehend. A lot still needs to be done in order to engage African policy makers although a kick start was made in Malawi in mid February during a Parliaments-CSOs meeting convened jointly by AFRODAD and the Millennium Campaign Project.

Sadly, **2008 will**
emphatically be remembered
as the year **when**
global financial markets failed.
The latest report on the
Millennium Development Goals
notes that
little progress was made
in reducing extreme poverty
in sub-Saharan Africa.

Section 3 Other Specific Advocacy Activities

3.1 Financing for Development

AFRODAD's participation in the Doha review process has been long and deliberate. Our objective was to influence both the CSO and Official review of the FfD. We also sought to support and strengthen the CSO processes based on our experience and expertise as a regional organization. As an organization with consultative status on FfD we joined the Doha Non Governmental Organization group on Financing for Development (DNG) and its International Preparatory Committee (IPC). Part of the work plan for the IPC was to prepare for the global civil society forum. AFRODAD network partners Jubilee Zambia, Malawi Economic Justice Network and ANEEJ were through AFRODAD accredited to both the hearings and the Doha Process in Qatar.

AFRODAD's participation at the global CSO forum was both facilitative and technical. The facilitative role was meant to enhance the voice of the African CSO in all the process of the activities during the forum. As a regional organization and African CSO representative at the IPC, most African organizations turned to AFRODAD for advice with regard to positions to adopt and other relevant logistical issues. Our output with regard to the declaration can be seen at the www.ffdngo.org on the debt section where we strengthened the key messages we have been pushing as an organization around debt. We also took the opportunity to demand reforms in the aid architecture between the donors and the recipients under the Paris Declaration in order to improve the quality of aid. We also called for donors to meet their 0.7 GNP commitment. We noted that the aid agenda needed to look at better mechanisms for delivering aid to post-conflict countries outside the humanitarian assistance framework. We also highlighted the emerging challenges, including the lack of coherence of the OECD's aid effectiveness debate and the UN's FfD process, the emerging new lenders and the need for additional funding in the midst of high fuel and food prices.

At Doha AFRODAD also participated in several of the side events including the ones that were organized by the World Bank and the IMF on Debt Sustainability Analysis for the post HIPC, Fair and Transparent Arbitration Process organized by Jubilee Germany and the Norwegian Governments. Our main purpose for participating in these particular side events was to beef up our intelligence on the perspectives on emerging debt crisis, Debt Sustainability Analysis and the FTA from the IFIs perspectives and civil society organizations working on these issues.

3.2 Aid Effectiveness and AFRODAD Participation

Foreign aid has played and continues to play an important role in many African economies. Most governments are donor dependent countries with around 25 45 percent of the total national budget and 80 percent of the development budget dependent on foreign aid/finance in the form of grants, concessional loans and debt relief. However the massive deployment of external resources has not created any dent on the war on poverty hence the much needed discussions on aid effectiveness.

During the year, AFRODAD has actively participated in the review and the finalization of the outcome document for the Accra High Level Forum on Aid Effectiveness.

In this regard, the organization participated in the first draft review and various country reports produced by the OECD on the status of implementation of the Paris Declaration. AFRODAD noted with concern the lack of focus on management for results and accountability of donors to developing countries. It called for the establishment of structures and frameworks that put development and democratic ownership at the heart of aid effectiveness reform.

AFRODAD was invited to speak on a number of Aid Effectiveness meetings both within and outside the continent. Worth mentioning is the invitations received from FEMNET and the Africa Council of Churches to hold meetings for their members as well as the EED consultations in Germany. We also managed to hold national consultations in South Africa. Cameroon and Mozambique were run by CIDA and their partner CSOs without involving AFRODAD. AFRODAD also through its network managed to impact on both civil society and national governments on policy issues around the aid effectiveness agenda. AFRODAD also used this opportunity to put across some of its research findings and recommendations on loan contraction, China as a new lender and aid reviews.

AFRODAD, through its growing regional influence on aid issues, has since been asked to contribute to the UN Secretary General's report through the Development Cooperation Forum (DCF) by submitting a synthesized report on Doha and Accra.

AFRODAD has through such processes been able to flag its pan-African work and command respect from both governments and civic groups globally. As the UN is one of AFRODAD's key target groups, getting involved in such processes allows the organization to influence the global body and the policy processes thereof for the good of Africa.

3.3 Macroeconomic Training Programme

The lack of civil society capacity and experience in engaging with the International Financial Institution (IFIs) at the national level has been a major contributory factor to poor policy programs in addressing development issues in Sub Saharan Africa. The Civil Society Organizations (CSOs) are relatively young and lack the capacity for effective engagement with both the international and national policymaking institutions. To address these shortcomings, AFRODAD since 2006 embarked on a macroeconomic programme supported by both Trocaire and Christian Aid. Collaboration in administering the training has also involved the ecumenical groups especially the Norwegian Church Aid (NCA).

The 2008 training activities were basically in response to a request by our Francophone partners who wanted to be included in the training programme using French as the language for training. The strategic objective for this project was to build the capacity of social and economic justice network CSOs in the Francophone region on Macroeconomic issues to effectively engage with policy makers. In order to widen the participants list, AFRODAD empowered the African Jubilee South French Chapter to assist with identifying additional partners for the training.

The Macroeconomic training course was organized by AFRODAD and hosted by ARCADE. The event was held from 22 to 26 September 2008 in Dakar, Senegal. The meeting brought together 32 participants from nine (9) countries namely; Senegal, Burkina Faso, Mali, Ivory Coast, Mauritius, Benin, Cameroon, Togo and Guinea. Twelve of the participants were women while men comprised the remaining number.

After three years of implementation, AFRODAD has planned to carry out monitoring and evaluation of the training programme. This is to give direction on how the programme will proceed in future. We however contend that there is still massive interest on the training at the national level particularly among the French speaking countries. AFRODAD will explore means of meeting this demand. We are, however, committed to reviewing what the programme has achieved over the past three years through the support of Trocaire and are hopeful the results of the evaluation will provide useful insights for both organizations.

3.4 China in Africa

All across Africa today, China is acquiring control of natural resource assets, outbidding Western contractors on major infrastructure projects and providing soft loans and other incentives to bolster its competitive advantage. While the expansion of China into Africa has been welcomed by a number of African countries as a less intrusive source of finance, traditional donors and civil society groups argue that the impact could spoil efforts to develop international consensus on reform, less accountability and transparency, unregulated export credit agency projects that may slide Africa into a new debt trap and environmental degradation, lacking skills transfer, limited domestic employment and increased moral support for countries that pursue questionable domestic policies in human rights, good governance, peace and security.

The major objectives of the project have been

(I) to critically evaluate the growing role and developmental impacts of China on Africa's development agenda with particular reference to the Southern Africa region

(ii) to initiate regional and continental debate on the subject and

(iii) secure policy and strategy changes to the engagement. This project is one of the few in which AFRODAD has managed to consult a wide spectrum of key stakeholders, governments, donors and partners both in the North and South (through the formation of a reference group) in the very initial conceptualization of the project. As such this helped refine the terms of reference for the project before its kick-off.

In terms of implementation update, we now have a working document on China in SADC that can be used for lobby purposes. Debate on the issue has since started at national level but remains to be concretized with a more robust regional strategy at both the SADC and African Union level. Plans are underway to carry out national campaigns in various countries especially in those countries where the research has been done - Mozambique, Zambia, Angola and Zimbabwe. These will then be followed by a regional meeting in mid 2009.

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3.5 The Social Forum Activities

The World Social Forum is an open meeting place where social movements, networks, NGOs and other civil society organizations opposed to neo-liberalism and a world dominated by capital or by any form of imperialism come together to pursue their thinking, to debate ideas democratically, to formulate proposals, share their experiences freely and network for effective action. Since the first world encounter in 2001, it has taken the form of a permanent world process seeking and building alternatives to neo-liberal policies. It tends to meet in January when its "great capitalist rival", the World Economic Forum is meeting in Switzerland. The date was chosen because of the logistical difficulty of organizing a mass protest in Davos and to try to overshadow the coverage of the World Economic Forum in the news media.

AFRODAD is a council member of the African Social Forum and has been active and supportive of the social forum work through funding some of its partner members to engage in the process. Besides the AFRODAD secretariat has taken many of its activities especially the FTA process to the Social Forum gatherings as a way of garnering the necessary civic support and mass mobilization. In 2008, AFRODAD took to the social forum meetings (the Southern Africa Social Forum in Manzini, Swaziland on 16 18 October 2008 and culminating in the Africa Social Forum in Niamey, Niger on 25 28 November 2008) its China and FTA projects to ensure a better enlightenment of partners on the issue as well as mobilize the necessary civic backing. AFRODAD has made it a point that the WSF is an opportunity to link its work on Fair and Transparent Arbitration mechanism with social movements. These are key in the mobilization of the critical mass pressure required for the FTA to be adopted at the UN. It is also an avenue for AFRODAD to link with other debt campaigners globally.

COMMUNICATIONS AND INFORMATION

The Communication and Information Programme lies at the core of AFRODAD as a Forum and Network. The main goal of the Communications and Information Programme is to develop the impact of AFRODAD's mission of policy responses and change. In order to achieve this goal, Department has sought to optimize the use of available tools and resources for both disseminating and receiving the latest news, information and trends on the Debt cancellation campaign.

The Communications and Information Department has completed all activities planned for 2008 except for two: the completion of the resource centre and the publishing of four quarterly newsletters.

3.6 Publications

The Department has kept pace with publishing trends and technology to ensure that AFRODAD publications are of the highest quality and meet accepted international standards.

This has seen the engaging of new printers, again in South Africa, as costs are still
there than in Zimbabwe.

The department has also facilitated the production of quality campaign materials
Lobby and Advocacy Department as well as the FTA Campaign.

All publications that were finalized by the Research Department were published
meetings that required media support received it. The variance in plans against
activities resulted from variances upstream and in situations where the Depart
could not have stand alone activities.

It has, however, played a liaison role in keeping in contact with key stakeholders
AFRODAD by attending meetings in place of other Programmes. This has
valuable where AFRODAD's visibility is a necessity and its presence is required.

Through these meetings and contacts, AFRODAD forged new relations with emer
regional entities such as the Southern African Parliamentary Strengthening Trust,
Ministry of Finance and National Planning and strengthening existing relations thro
the National Association of Non Governmental Organizations (NANGO), South
African People's Solidarity Network (SAPSN).

Through these meetings AFRODAD has seized the opportunity to take a leading role
the publication of newspapers to highlight the activities of these important gatherings
AFRODAD used its expertise at publications production as well as its knowledge
issues to ensure these meetings were recorded and that AFRODAD's own story would
take centre stage. Notably the SADC People's Summit held parallel with the SADC
Summit for Heads of State in Benoni, South Africa on 15 16 August 2008.

3.7 Internet and Website Management

The AFRODAD website is continually being upgraded to keep up with modern trends
and to play its role as the organization's shop window. Through the constant updating
and posting of the latest news and trends, AFRODAD has kept its audiences abreast
and well-informed on meetings and campaigns in which AFRODAD has participated.

The website has been streamlined to make it even more accessible and attractive to
AFRODAD's audiences by delineating the different Programme areas and their
activities. A new section was added to incorporate the Fair and Transparent Arbitration
Campaign. The Communications Department facilitated the creation of an FTA website
which has been launched.

As invariably happens in Zimbabwe, the cost and speed of the internet became an issue
when AFRODAD began finding it difficult to carry out routine work on the website
because of the speed. It transpired that the service provider had overloaded the service
offered to AFRODAD and could now not cope with the demand on its bandwidth. This
has slowed access to the internet again and AFRODAD finds itself needing to look for an
improved service.

3.8 Information Technology & Resource Centre

The Communications Department has kept a close watch on all the communication tools of the organization, updating and replacing redundant equipment in liaison with the Administration. New computers have been acquired to replace those that can no longer be upgraded, while upgrades have been made where necessary.

There has been some extensive work carried out to enlarge and improve the Resource Centre at the beginning of the year, but this is still not completed. A service provider with library experience was engaged to create a Classification Scheme; arrange all materials and an internal database was compiled. Poor workmanship, however, has rendered the shelving procured to be undesirable and a new service provider is being sought.

Further funds have been sought to enlarge the scope of this Centre with a view to making available all AFRODAD publications on a database accessible to key stakeholders who will be provided with password-protected access. This will ensure that AFRODAD is able to share its work with its partners and stakeholders.

Section 4 Institutional Development & Administration

4.1 Staffing

Following the recommendations of the internal audit in June, AFRODAD in July hired an Accounts Clerk with the idea of helping its administration staff to catch up with increasing financial work as the organization expands. The bookkeeper managed to clear the accounts back log and and a s aresult Financial Statements were produced twice for the first time: for the half year and for the end of year for audit purposes.Given the economic doldrums and political turmoil in Zimbabwe, staffing at the end of the year was rocked by some senior management resignations. This included two Programme Directors, which the organization will replace in the first quarter of 2009. The replacements will, however, be intertwined with the call to restructure given the operational environment difficulties in Zimbabwe. Plans are underway to decentralize the staffing arrangements at AFRODAD so as to ensure that staff gets posted to operate from some national partners' offices. By so doing this is also expected to boost links and relations between AFRODAD and its traditional partners. The logic is to move away from centralizing staff operations in Harare which with hyperinflation and political instability has become difficult to attract expatriate staff.

During the course of 2008, a decision was reached to declare all AFRODAD security guard posts redundant. All security guards were thus retrenched and a security company has been contracted to provide security services at the offices.

4.2 Internship Programme

AFRODAD has created space for interns from local universities to gain valuable work experiences annually over a period of up to 12 months as part of their curriculum while also participating in and carrying out some of AFRODAD's work. The Communications and Information Programme has always been the primary beneficiary of the Internship Programme. The end of this half year marked the completion of the current Intern's term, having joined AFRODAD in August 2007. The Intern left to complete their studies after making a valuable contribution to both the work and atmosphere at AFRODAD. A management decision has since been taken that there is need to broaden and widen the scope of the programme by soliciting for interns from other reputable universities across the world. A strong move towards engaging graduates and post graduates rather than undergraduates have been proposed and efforts are underway to identify and institutionalize such.

4.3 Exchange Programme

Since January 2006, AFRODAD and Norwegian Church Aid (NCA) have been engaged in a Staff Exchange Programme which is meant to build capacity and exchange experiences. The current Exchange Program which started in November 2007 ended in October 2008. The programme benefited from the promotion of the North-South network building alliances and also managed to rope in additional funding. The last exchange that ended in October involved three organizations as opposed to the f which was restricted to two

Ms Iddah Romore from Tanzania Coalition on Debt and Development (TCDD) was placed in AFRODAD's Harare office while Ms Fiona Chipunza from AFRODAD was in Tanzania.

The purpose of the exchange program for TCDD was to get their staff member equipped with advocacy skills and ensure that when she returns to Tanzania, the TCDD office becomes resourceful and capacitated in terms of gaining an additional member to its human resource base. For AFRODAD and NCA the idea has been to help their partner TCDD have more staff positions and strengthen the organization's structure. A third phase of the programme is expected to begin in May 2009 with more AFRODAD partners, say three or four, especially those in the regions of Central and West Africa. In this regard, the exchange program will be used as a means by which AFRODAD strengthens its partnership and network across the continent.

Program evaluation is underway with the objective of refining the structure, nature and objectives of this program given the experiences of the past two exchange phases. The first round of exchanges contributed to creating a better understanding of policy and methods used by the North and South organisation respectively. The two participants (Jostein Kobbeltvedt & Tirivangani Mutazu) and the organisations (AFRODAD & NCA) have been collaborating actively during the exchange period, and both participants have been exposed to the host organisations' network, thus strengthening the integration of the global movement working with debt related issues. The first round of exchanges tried to engage EJN aiming at building and deepening partnerships with northern countries, and NCA in particular. This was not done to the expected measure as no person was sent to or from EJN on a full-time basis. In the first round, AFRODAD & NCA lacked specific targets and projects for participants to work towards. An improvement in the second round was to tie the project to a specific project on Public Resources Management in Tanzania. Many activities have taken place around this thematic issue. The TCDD participant placed at AFRODAD was exposed to the Advocacy Department with the aim of building TCDD's capacity in that area.

AFRODAD will during its 2009-2011 strategic plans seek to translate its research work on extractive industries and ecological debt into specific advocacy and campaigns programs. In this endeavour it is key to secure the partnership and exchange of global and regional partners both from the North and the South as well as from the faith-based movements. The aim is to impact policy as all regional and global levels. The exchange program becomes a vehicle to achieve this. The exchange program should help the AFRODAD secretariat to expose itself to different methods of doing work and collaborating with key partners in the socio-economic justice network. A strong link of national and regional work is expected to be fine-tuned and developed within this framework.

4.4 HIV/AIDS Programme

AIDS is not only a medical problem, but an economic, social, cultural and political problem. HIV/AIDS is associated centrally with the collapse not just of communities and families but potentially of states, with some of the largest public health interventions ever and enormous questions about governance, a huge population of orphans and desp questions about intergenerational relations and cultural transmission. The HIV/AIDS pandemic is thus being played out against the background of a range of other crises and transformations, many of which complicate it or inhibit effective treatment, care, and scientific undertaking.

AFRODAD, with inspiration from Oxfam Netherlands, has since April 2008 embarked on implementing an HIV/AIDS Policy Programme in the workplace for all of its staff members. The programme is meant to take care of staff and their immediate families in the event of them being affected or infected with HIV/AIDS. These have been integrated in the staff medical aid scheme with CIMAS. This gives employees of the organization access to drugs, teaching and testing which is important for their health and well-being. The programme will initiate consultations and preliminary preparatory documents with three AFRODAD partners in the second half of the year. These include the Malawi Economic Justice Network (MEJN), Mozambique Debt Group and the Zimbabwe Coalition on Debt and Development (ZIMCODD).

4.5 Procurements

During the course of the year AFRODAD managed to purchase a new second generator in order to boost the existing one. Additional telephones were purchased to augment the fixed telephone lines. Four desktop computers and a laptop were also purchased to replace old ones that were phased out. AFRODAD also managed at the end of the year to secure two printers, one for the main use of the office and another for the director's office. A photocopier has also been bought as part of boosting office equipment.

Efforts to repair cracking boardroom walls as well as attempts to secure two new vehicles, one for Administration and one for Communications were not successful due to the ZIMRA tax hikes that threatened to shake the organization's financial viability in the last quarter of the year.

The programme of phasing out old assets will continue in the year 2009. The following are the planned activities:

- Replace, the following vehicles, Tercel, Corolla for Administration and the Nissan for linformation
- Erect a guard house
- Purchase of fire proof lockable filing cabinets in Administration

The walls in the boardroom and some areas of the office have developed some cracks; this is as result of the age of the building. A plan of action being put in pulling down and replacing wall

4.6 EED Audit

The EED mid year audit was carried out. It marked the end of the first contract with EED which ran from July 2006 to June 2008. A new agreement covering the period July 2008 to June 2011 was subsequently signed.

4.7 Insurance in Foreign Currency

As the local currency was continuously eroded, insuring assets in local currency became impossible since reviews had to be done regularly and claims would hardly replace the lost assets. All policies were taken out in the USD currency and were to be reviewed annually save for update on additions and disposals. One car was involved in an accident and by the end of the year it was still being repaired with the assistance of the insurers.

4.8 Economic Environment Challenges

Most service providers began to charge in fuel coupons and some in hard currencies. We opted for fuel coupons since these were widely used in other organizations and would not result in breach of the country's foreign exchange laws. This had its own problems of accounting standards compatibility only to be tested when the audit is done.

4.9 Kingdom Bank Botswana Accounts and Visa Cards

Following board approval AFRODAD opened an account with Kingdom Bank that came with a visa card that would make transacting for workshops outside of Zimbabwe particularly easier. Banks in Zimbabwe are not issuing such cards and the maximum limit for cash allowed an individual to carry out of the country was pegged at USD1000. This made it difficult when workshops were held outside Zimbabwe and cash was needed for per diem or some expenses. The Reserve Bank authority to carry more cash required an application process that made it impractical for planning purposes.

4.9.1 Payments from Botswana

Most payments for the year were made from Stanbic and Kingdom Bank Botswana because funding partners were not depositing money into the accounts locally. Big challenges however were encountered as both banks were unable to process transactions in time and some funds took long to reach the beneficiaries. Bank statements were also taking long to reach us.

4.9.2 Team Building and Strategic Planning for 2009/2011

A team building retreat was done with the help of a consultant a day before the strategic planning session and 75% attended. It was rated as worthwhile by those who attended. The Strategic Plan was done over two days and in attendance were staff, board members and representatives of affiliate organizations ie Kendren, ZIMCODD and EJN

5.1 Highlights

5.1.1 Main activity

The main objective of The African Forum and Network on Debt and Development is to create a sustainable forum through various research activities that will address issues of development and redress the African debt crisis.

5.1.2 Accounting policy

The principal policies adopted in the preparation of these accounts are consistent in all material respects with those of the previous reporting period.

5.1.3 Economic and business environment

The year 2008 is dubbed the most difficult year in the history of the Host country. Many challenges came up because of the economic meltdown. Worth noting was the Taxation of NGO salaries at interbank rates which sparked a huge outcry from the NGO sector. AFRODAD was not spared as an additional bill of upwards of USD70 000 was incurred. A Statutory instrument SI135 was gazetted in October and back dated to may 2008. From October the tax brackets began to fall as the government began to adjust tax brackets monthly in line with hyperinflationary trends, but the damage had been done. Service providers began to shun payments in the local currency. They however tried to avoid use of hard currencies and charged in fuel coupons. This had an impact on source records as we had expenditure in US$, in the local currency and in fuel coupons. Accounting for coupons would lead to the additional task of converting them back to the reporting currency. Inflation went into millions in percentage. On the International scene, the British pound weakened and the USD strengthened thus affecting inflows as agreements are in multicurrency and our operating currency is the US$.

5.2 Financial Narrative:

5.2.1 Income: Grant income fell by US$299 952 from 2007. Compared to the budget it fell by US$468 139 or 14%. One of our biggest funder reduced funding by 50% or equivalent to US$52 000. British pond denominated agreements made exchange losses to the tune of USD19 614. Some funders did not come on Board and these were to fund big activities like the Debt sustainability workshop and China in Africa Workshop these amounted toUS$ 145 000. Funding for publications to the tune if US$30 000 was also not raised. The global economic crisis contributed to the demise and is likely to affect 2009.

5.2.2 Research and Policy Analysis: was under spent by US$19 662 (12%). This is a result of three studies that were not finalized by year end. These are the Ecological Debt, Foreign Direct Investment and Extractive Industries.

5.2.3 Lobby and Advocacy: missed target by US$ 275 222 (54%) 485 of that amount was as a result of the FTA conference and the China in Africa project which overlapped into 2009. The remaining 50% was as a result of funders that did not come on Board for the Debt Sustainability Workshop and the China in Africa project.

Issues	Research + Policy Analysis	Lobby & Advocacy	Communications & Information	Timeframe	Evaluation of performance
1. Export Credit Agencies	-3 Case studies (DRC and Lesotho).	-Convene 3 national campaigns In DRC, Nigeria combined with FTA campaign.	-Press Release, Web posting, Dissemination, TV interviews, Statement	January- February	Done as scheduled
2. Debt Profiles	-Profile compilation of debt statistics/figures.	-Assist with provision of information and data - Review of data base compiled	-Publishing of latest debt statistics. -Web posting, -Dissemination, to key stakeholder organizations	June-November	Done as scheduled
3. The Challenges to Debt Sustainability in Africa	-5 case studies in Rwanda , Zambia , Uganda , Ethiopia , and Ghana	-Have 4 national launches -Hold regional I Multi-stakeholder Meeting	-Publishing of case studies, -Website and Newsletter coverage	— July	Done but regional workshop was not convened due to time and budget constraints. No newsletters produced.
4. The Poverty Reduction Growth Facility(PRGF) , Fiscal Space and Financing for Development	-5 case studies in Uganda, Mozambique, Cameroon, Rwanda and Burkina Faso	-National workshops in countries studied -Hold side event at the IMF/WB meetings	-Publication and distribution of studies -Organize pres conferences on the issue	January-July	Done as scheduled, but with less resources than budgeted for.
5. Ecological Debt research	-4 case studies Nigeria , DRC, Zambia , and Cameroon -Occasional papers on Trade & Development	-Participate in G8 and the Doha Financing for Development Fora -Feed into the OECD High \level Forum on Aid Effectiveness	-Publishing of case studies, Policy Brief & Occasional Paper. -Press Release, Web posting, -Dissemination, TV interviews, Statement	January- May July-December	Done as scheduled, but joint final edits and publications still pending. Both G8 and Accra meeting advocacy work was deferred to 2009 due to problems associated with the research final outputs.

6. Foreign Direct Investments (FDIs) study	-5 Cases Studies: Nigeria, South Africa Liberia, Uganda, DRC -Production of Synthesis Report	-Participate in G8 and the Doha Financing for Development Fora -Feed into the OECD High \level Forum on Aid Effectiveness	-Editing and publishing of draft 5 Case Studies -Press Release, Web posting, Dissemination, TV interviews, Statement	January – June : July-December	Research has been done and edited by SEATINI.
7. China in Africa	-Two cases studies to be commissioned in collaboration with FAHAMU.	-Hold 4 National multi-stakeholder meetings -Submissions to conferences and fora -Hold 1 regional multi stakeholder meeting	-Launch Media campaigns – national radio and TV, Newspapers, magazines etc -Web posting and Newsletter	March-September	The two extra studies were not commissioned as it turn out that FAHAMU did not have funding to that effect. All meetings associated with this project were halted as research progress retarded its quick completion.

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5. Ecological Debt research	-4 case studies Nigeria , DRC, Zambia , and Cameroon -Occasional papers on Trade & Development	-Participate in G8 and the Doha Financing for Development Fora -Feed into the OECD High \level Forum on Aid Effectiveness	-Publishing of case studies, Policy Brief & Occasional Paper. -Press Release, Web posting, -Dissemination, TV interviews, Statement	January- May July-December	Done as scheduled, but joint final edits and publications still pending. Both G8 and Accra meeting advocacy work was deferred to 2009 due to problems associated with the research final outputs.

6. Foreign Direct Investments (FDIs) study	-5 Cases Studies: Nigeria, South Africa Liberia, Uganda, DRC -Production of Synthesis Report	-Participate in G8 and the Doha Financing for Development Fora -Feed into the OECD High \level Forum on Aid Effectiveness	-Editing and publishing of draft 5 Case Studies -Press Release, Web posting, Dissemination, TV interviews, Statement	January – June : July-December	Research has been done and edited by SEATINI.
7. China in Africa	-Two cases studies to be commissioned in collaboration with FAHAMU.	-Hold 4 National multi-stakeholder meetings -Submissions to conferences and fora -Hold 1 regional multi stakeholder meeting	-Launch Media campaigns – national radio and TV, Newspapers, magazines etc -Web posting and Newsletter Coverage.	March-September	The two extra studies were not commissioned as it turn out that FAHAMU did not have funding to that effect. All meetings associated with this project were halted as research progress retarded its quick completion. Alternatively a synthesis was done and is expected to be used in country-based campaigns
8. Reality of Aid Project	-Preparation of 2007 Research synthesis on Aid Effectiveness -Participate in the OECD National Surveys. -Paper presentations on Aid Effectiveness	-Facilitating the OECD AG national meetings on Aid Effectiveness (South Africa, Mozambique & Cameroon. - Participation in the International Forum in Canada and Third High Accra Level Forum (HLF3) in A	-Editing and Publishing meeting reports -Media Coverage etc -Production of the 2008 reality of aid edition African chapter	Jan –March : March-December	The reality of Aid Global edition and the Africa edition were launched and distributed. Participation in the HLF has necessitated more consultations and publicity of the documents under this project.

9. Fair and Transparent Arbitration (FTA) Campaign Project	-Consolidation and synthesis of case studies	-FTA National level campaigns (Nigeria, DRC, Philippines & Argentina) -Design of FTA campaign material -Convening Pan-African FTA conference FTA tours to solicit support	-Media coverage of FTA campaigns. -Production of FTA printed materials -Wide global dissemination of FTA stuff	Jan-April Jan- February May May-December	A decision was made to cover Africa and ignore other regional workshops as this might be less sustainable and useful. More energy and resources were therefore devoted to using the Social Forum platforms and the FTA international conference to garner the inter-regional links and support. A website has since been launched to further publish and enhance communication on the FTA project. Tours were made to different countries and regions of the world to solicit support.
10.Macroeconomic training Program	-Modification of training modules	-Convene a macroeconomic Training Program in Sierra Leone & Francophone Africa	-Production of updated training modules,	January to July	This has been done and an evaluation is taking place to determine the next move on this programme.
11. Resource Centre Development	Provide researched data/information for documentation	-Source key books for AFRODAD reference column. -Market and popularize resource centre	-Erection of documentation cabinets & cataloguing -Data entry -Conducting regular searches for new information	Jan –March March April-November March-Nov	Still work in progress and deferred to 2009
12. Staff Retreat & development of new strategic plan	Participate and contributions	Participate and contributions	Materials for Staff Retreat e.g. T-shirts, Stationery	-March /April	A team building & a strategic planning meeting was held in place of a retreat.

2008 Annual Plans Matrix by Performance

13. ECOSOCC	-Prepare write ups and articles to beef up popularization and mobilization of ECOSOCC	-Partner with AfriMap, Oxfam and SAT in ensuring that civic society voice is heard at the African Union -attend pre-summit meetings and consultations on African Union issues	-preparation of reports and web-posting -Launch Media campaigns – national radio and TV, Newspapers, magazines etc	Jan – December	Not much was achieved in this program as AU –ECOSOCC meeting dates and invitations continued to elude the organization. More to be done in 2009 to improve this.

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