

Centre International de Développement
et de Recherche

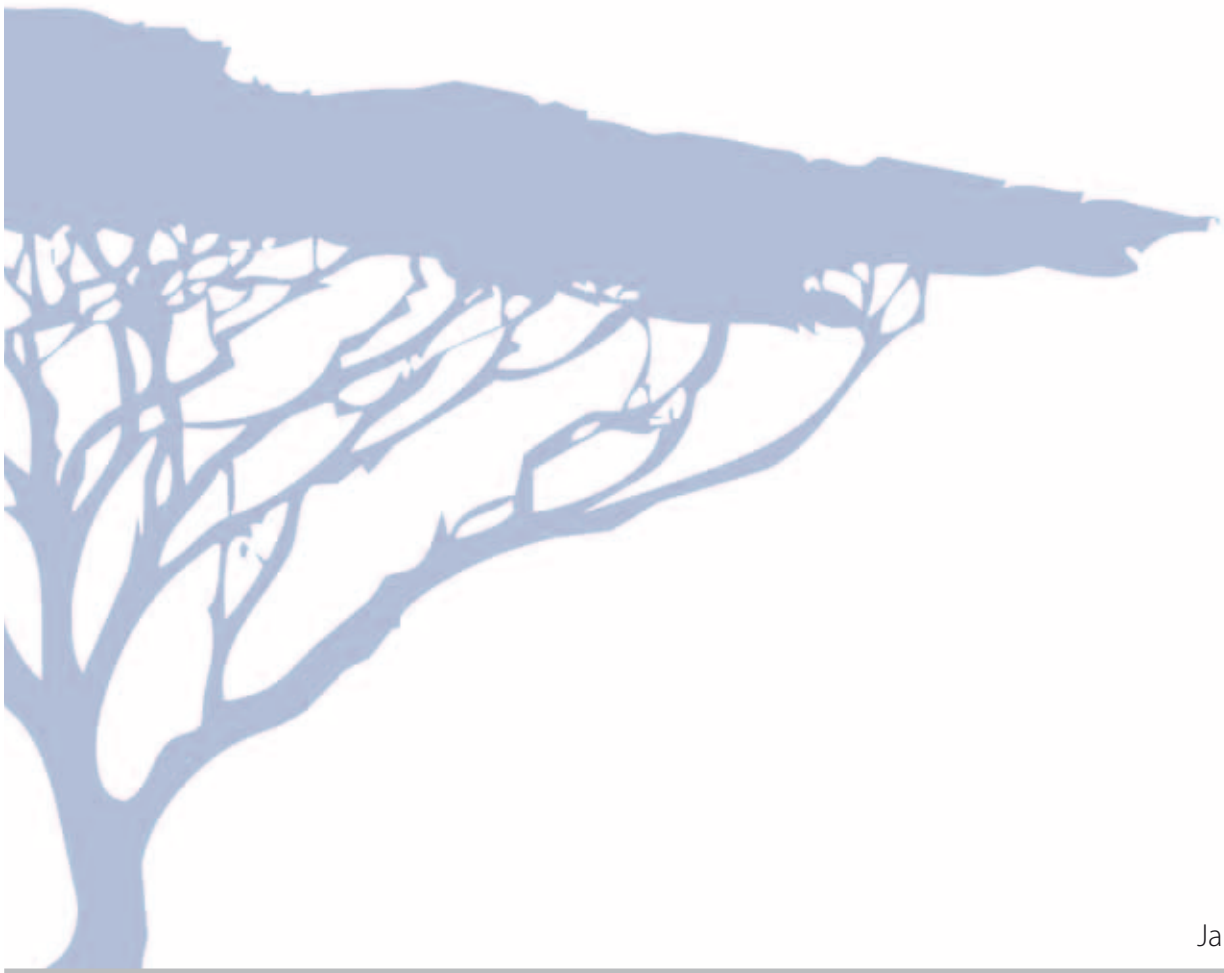
Strategic Plan

2010
2014

Framework Document



*Fostering
equitable and sustainable
growth in Africa*



January 2010

CIDR's Strategic Plan 2010-2014 comprises several documents.

1. A summary document (Framework Document) describing the following:

- > Key results of the 2004-2008 Strategic Plan,
- > The approach used to develop the new Strategic Plan,
- > CIDR's policy priorities for 2010-2014,
- > The strategic priorities for the different departments,
- > Organizational implications of the new Strategic Plan.

2. Four documents describing for each of CIDR's departments:

- > Key findings of a sectoral analysis,
- > Key findings from the internal evaluation of the 2004-2008 Strategic Plan,
- > Strategic positioning and priorities for 2010-2014,
- > Action plan and timetable for 2010-2014.

3. A document entitled « Organizational Implications and Business Plan ».

It presents the 2010-2014 action plans in terms of crosscutting partnerships and alliances, knowledge management, external communication and management support. It also presents projected objectives for CIDR's growth (Business Plan).

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I. Introduction

1. Main results of the Strategic Plan 2004-2008

1.1. Program developments

CIDR's 2004-2008 Strategic Plan focused on four policy priorities:

- > Draw on the skills of southern stakeholders to build professional partnerships, thematic networks and strategic alliances,
- > Strengthen civil societies in the South by supporting the development of sustainable institutions that serve the needs of the population,
- > Meet the triple challenge of improving efficiency, social performance and governance of partner institutions,
- > Jointly with partner institutions, participate in the definition of public policies and implementation of sectoral approaches.

Prior to formulating the 2010-2014 Strategic Plan, CIDR analyzed the key results from 2004-2008. Analysis was carried out during the second semester of 2008 and approved by the Board of Directors in April 2009.

a. Draw on the skills of stakeholders in the South to build professional partnerships, thematic network and strategic alliances

From 2004-2008, CIDR considerably strengthened the organizational, technical and financial capacities of its partners. It also helped create a network of fifteen partners from West Africa and Madagascar, under the aegis of the International Alliance for

Development and Research (referred to here by its French acronym, AIDR-Alliance Internationale de Développement et de Recherche).



AIDR is an international network with affiliates in Benin, Burkina Faso, Cameroon, Madagascar, Mali, Chad and Togo. It seeks to leverage its members' diversity in terms of initiatives, staff and operating environments to design effective intervention approaches. It also serves as a resource center for members, strengthening their shared development expertise through a knowledge management platform, research and development platform and training. Finally, it provides external partners and donors the opportunity to work with professional African service providers with proven track records and expertise running successful projects.

b. Strengthen civil societies in the South by supporting the development of sustainable institutions that serve the needs of the population

The Local Governance and Territorial Management Department helped institutionalize several inter-municipal structures. In Benin, in the Collines region, six municipalities formed an inter-municipal association. In Alibori, six municipalities also came together to promote inter-municipal cooperation. In late 2008, CIDR helped create the Association for the Development of the Municipalities of Borgou.

The institutionalization process of the agricultural business development service (BDS) platforms promoted by the Enterprise and Producers' Organizations Department's ¹ has been thoroughly analyzed and documented. Based on its experiences in Mali, Togo and Benin, CIDR has formulated lessons and methodological recommendations for platform managers. All the platforms currently operate within formal structures and are recognized in their institutional environment as professional service providers.

In order to strengthen regional village bank networks (CVECAs) in terms of funding, governance and scale, the Decentralized Financial Systems Department ² studied the creation of apex banks at a national and sub-regional level. In Cameroon, seven networks merged to create two large regional entities, in the North and the Center regions. In Madagascar, the microfinance institution Vola Mahasoa transformed into a private company and received a license from the Central Bank.



(1) Renamed the Agricultural Enterprises, Value Chains and Markets Department
(2) Renamed the Microfinance, Enterprises and Job Creation Department

The Health Insurance and Social Protection Department helped Réseau Alliance Santé in Benin find new partners to accompany the network's institutionalization process. Negotiations took place with members of the National Federation of French Mutuality (Fédération Nationale de la Mutualité Française). In Guinea, CIDR helped restructure the management services of the Union of Health Mutuals, creating a directorate of operations, to prepare the transfer of CIDR program activities to the Union. In Kenya, CIDR successfully transferred program responsibilities to its NGO partner Afa Yetu.

c. Meet the triple challenge of improving efficiency, social performance and governance of partner institutions

The Territorial Development and Local Governance Department strengthened municipalities' capacities by focusing on a few key themes: organizational development, implementation, territorial planning and tax policies.

The Enterprise and Producers' Organizations Department's efforts to professionalize the agricultural BDS platforms resulted in a number of methodological tools. A number of practices were systematized and procedures formalized, including a skills framework for managers, diagnostic and strategic planning tools and an evaluation format to assess autonomy.

New MFI networks benefited from support for strategic and business planning. They also received assistance for restructuring information systems and improving human resources management. Several CIDR-supported MFIs underwent social performance assessments. Overall, participatory MFIs tend to score well in terms of outreach to the poor and excluded, and member empowerment. Scores were lowest with regard to appropriate products and services. Based on these findings, CIDR has decided to systematically support MFIs in diversifying their products and client base.

In order to boost the efficiency of mutual networks in French-speaking Africa, the Health Insurance



and Social Protection Department developed and tested new risk management software. Moreover, to better understand the impact of health mutuals on the targeted population, a satisfaction study was carried out in Guinea. The findings were extremely useful. They helped shed light on members' profiles, reasons for membership or non-membership, and the overall satisfaction with services. This, in turn, was used to define a growth strategy.

d. Jointly with partner institutions, participate in the definition of public policies and implementation of sectoral approaches

CIDR's participation in the PADEAR program in Benin gave the Territorial Development and Local Governance Department its first experience combining water and sanitation policy with decentralization. The Department's sustained efforts to lobby the government of Benin on the importance of creating permanent « territorial facilitator » positions finally paid off with the recruitment of 19 new facilitators.

In the Enterprise and Producers' Organizations Department, partner participation in public policy fora was uneven from one country to another. In Mali, Togo and Madagascar, the visibility of partner institutions entitled them to participate in government and donor-organized debates and seminars. In Ethiopia, however, even though partner NGOs also have good visibility and excellent reputations, civil society organizations and trade associations do not participate in and have little influence over the formulation of sectoral policies.

In West Africa and Madagascar, networks promoted by the Decentralized Financial Systems Department contributed to defining and implementing national microfinance strategies and action plans. Vola Mahasoa was very active in discussions that led to new regulation in Madagascar. Networks in Burkina Faso and Mali contributed to revising the WAEMU regulatory framework. In East Africa, the active involvement of the Professional Association of Microfinance Institutions at a CIDR seminar held in Nairobi in June 2006 and the Ethiopian National Bank's field visits to CIDR-supported programs have helped start a relationship with government authorities.



In 2006, the Health Insurance and Social Protection Department took part in the first meetings on legislation concerning health mutuals in West Africa. It contributed to both the draft directives and prudential standards. Mutual networks in Benin and Comoros demonstrated their capacity to lobby governments to incorporate health mutual models into national health insurance plans and social protection policies.

1.2. Evolution de l'organisation

To implement the 2004-2008 action plans, CIDR had to adapt its organizational and institutional structure. Changes were made to five main areas: training, financial management, funding strategies, networking and knowledge management.

- > A several-year training plan was developed for CIDR managers on issues such as organizational analysis, strategic planning, change management, negotiation, intermediation and conflict management processes,
- > An external consultant audited CIDR's financial procedures and proposed an information management tool; initial tests have found the tool to be accurate, and have led to improvements in the existing accounting system. Implementing this new approach to CIDR's financial organization and rolling it out throughout all CIDR's projects have proved more complex than expected,
- > A five-year financial strategy was formulated based on the assumption that CIDR will maintain current stable partnerships, will broker new alliances, will develop new forms of partnerships and will mobilize additional resources,
- > Efforts were made to increase participation in French development networks (Coordination SUD, F3E, etc.), involvement in sector-specific networks, organization of training seminars, and participation in international workshops especially in microfinance and microinsurance,
- > A knowledge management strategy was implemented, resulting in a number of outcomes in terms of new methodological practices (explicit formulation of knowledge and expertise, enhanced collaboration, decontextualization of knowledge and occupations) and new organizational practices (centers of expertise, a quality-driven approach).

2. Approach to developing the 2010-2014 Strategic Plan

CIDR developed its 2010-2014 Strategic Plan on the basis of the previous Plan's evaluation, adopting an approach based on the four major steps in strategic planning:

- > *Sectoral analysis,*
- > *Positioning of the organization upon completion of the planning period,*
- > *Definition of strategic priorities,*
- > *Formulation of a five-year action plan.*

Results of all four steps are presented in each Department's individual Strategic Plans.

The strategic planning process was complemented by:

- > *A Listening to Partners survey (June 2008),*
- > *A scenario building seminar (July 2008),*
- > *A seminar defining CIDR's communication policy (September 2008).*

2.1. Listening to Partners survey

CIDR sent a questionnaire to twenty-seven partners of its four Departments (donors, practitioners, technical partners and beneficiaries), which was followed by phone interviews.

The questioning was divided into two parts. The first part was composed of six questions regarding general impressions of CIDR:

- > What are CIDR's three main strengths?
- > What are CIDR's three main weaknesses or areas to improve?
- > How would you best describe your relationship with CIDR?
- > How would you describe CIDR?

- > Have you noticed changes within CIDR in the last five years? If so, which ones?
- > Considering the likely evolution of your sector, what recommendations would you make with regard to CIDR's development?

The second part addressed the specific activities and priorities of the four departments.

The findings suggested three main issues:

- > CIDR does not communicate enough. According to its partners, CIDR needs to be more proactive in disseminating its methods by capitalizing on lessons learned with its partners. CIDR's models and working methods have proven their effectiveness and its partners would like to see the institution achieve greater visibility.
- > Relations between CIDR and its partners are positive and well-balanced. However, several partners mentioned a certain level of rigidity. CIDR should naturally maintain a firm position, but it must be more open to listening to its partners' propositions, and not hesitate to adapt its methods.
- > CIDR has to find, within the next few years, a balance between implementing more commercial approaches with greater outreach, and pursuing programs and activities in difficult contexts, where smaller-scale approaches are required. CIDR needs to aim for quantitative growth to achieve a critical mass.

2.2. Scenario building seminar

In order to identify the policy priorities of its new Strategic Plan, CIDR organized a seminar with an external consultant to analyze the organization's outlook based on development trends in Sub-Saharan Africa for 2009-2018.

The seminar focused on scenario building. Scenarios make it possible to describe not only one future, but many possible futures, in order to adjust to all possibilities. Five steps were followed: definition

of the topic's scope, identification of factors affecting the future, identification of key variables, scenario building and discussion of potential impacts for CIDR.

All the scenarios took into account four major trends:

- > The first concerns demography. Between 2009-2018, the African population will continue to grow, albeit at a slower pace than previously. The net demographic growth rate is decreasing regularly. Despite the population's overwhelming youthfulness (two-thirds is under 25 years of age), there is a significant increase in the number of aging people. Rural population continues to increase overall, but at a much slower rate than urban population.
- > The second trend concerns urbanization. Urban growth continues, despite the rising cost of living, mainly due to increasing food prices and limited employment opportunities. At 3%, Africa's average annual urban growth rate is among the highest in the world. This growth creates pressing needs in terms of services, infrastructure development and

maintenance. Urban development interventions are often in direct competition with other economically justifiable initiatives for limited funds from public or public-private partnerships.

- > A third trend concerns the over-exploitation of environmental and natural resources. Increasingly, Africa's vast and relatively accessible natural resources are drawing the attention of developed and emerging countries. These international interests are compounded by local needs. While land resources are the most coveted at the moment, it is almost certain that competition over coastal and marine resources will intensify by 2018.
- > The fourth trend concerns the growing influence of civil society. Civil society actors have swelled in recent years. Civil society organizations are building long-term relationships with governments in order to defend public interests and promote local public goods. They are increasingly savvy when it comes to communication and transferring knowledge. The diaspora often help leverage activities in the field, either when they return to



their home country, or from abroad. Women's role in the business arena has increased, as has their access to many professions. Local practitioners and service providers emphasize the importance of sustainable use of natural resources.



Several scenarios were formulated based on these trends, combining three key factors:

- > Changes in the international context: Africa's role in globalization, climate change, free trade, migration, progress on health issues, access to services, new technologies, and calls for increased transparency, etc.
- > International development policies: volumes of public development aid, public-private partnerships, manipulation of service providers, mobilization of human resources for development, etc.
- > A balanced relationship between civil society and governments: organization of civil society, social changes, governance, decentralization, regional integration and sub-regional cooperation, etc.

The implications of each scenario on CIDR were thoroughly studied and evaluated in terms of innovation, human resources management, marketing and communication strategies, sectoral and geographic diversification.

2.3. Seminar on CIDR's communication strategy

CIDR wished to include in its strategic plan a genuine communication policy. Moreover, the need to communicate emerged as one of the key findings of the Listening to Partners survey. The formulation of a communication plan should help the institution implement its policy and strategic priorities.

A three-day seminar was organized by an external consultant with two objectives: train CIDR's staff in basic communication concepts and lay the foundation for the formulation of a five-year communication plan.

Based on this seminar and the Listening to Partners exercise, CIDR has established the following principles on which to hinge its communication policy:

- > The challenge for CIDR is neither to forge nor reconstruct a new image, but to leverage aspects of its existing image, based on its insights into the development sector.
- > CIDR's values and ethics continue to be relevant. Lending to the poor, access to health care, and business development are positive and strong images, anchored in today's reality and in phase with public opinion.

II. Policy priorities

CIDR's 2010-2014 Strategic Plan aims to:

FOSTER EQUITABLE AND SUSTAINABLE GROWTH IN AFRICA

Its implementation is based on the following three policy priorities:

- > **Support the modernization of local economies and job creation,**
- > **Strengthen the social dimension of development,**
- > **Encourage coherent sectoral policies and sustainable development at the local level.**

1. Support the modernization of local economies and job creation

During the next five years, CIDR will develop activities that promote active participation in the modernization of local African economies, creating wealth and jobs. It will implement ambitious economic development programs at the local level; it will finance rural and urban entrepreneurs through partner microfinance institutions; it will also involve agricultural business development services platforms in efforts to modernize African economies.

1.1. Promote an entrepreneurial approach to rural economies

Economic globalization has taken on new forms with the race to acquire natural resources and agricultural products. The purchase of land in Africa to produce foodstuffs for emerging countries, at the expense of food security for the producing countries, is a real concern for policymakers and international actors, especially in light of the recent food crisis and its social consequences on the continent's stability.



Given this context, CIDR believes agricultural and rural development requires entrepreneurial approaches that combine agricultural, food and environmental issues from the beginning. « New rural entrepreneurs » must integrate the various levels of agricultural value chains (production, processing, packaging, storage and marketing). Agricultural development must be based on strong linkages between rural producers, agri-food SMEs, and urban markets. Dynamic and entrepreneurial anglophone

countries such as Tanzania and Ghana have already seen rapid growth of high potential value chains driven by private sector actors, effectively boosting markets and economic growth.

To do this, CIDR will promote contractual agreements, develop financing methodologies and encourage the use of innovative technologies, prioritizing (but not exclusively) pro-poor agricultural value chains that work for small farmers and aim at building equitable and long standing business relationships. It will also work with program partners to adapt agriculture to climatic change by encouraging a sustainable, integrated and decentralized approach to development and the management of land and water resources.



CIDR will promote and strengthen agricultural professional organizations. It will support them in their role as advocates of agricultural and rural policies, and their efforts to develop an entrepreneurial approach to commercial and market-oriented food crop production.

1.2. Encourage job creation in medium towns and in working-class neighborhoods of larger cities

One of the consequences of rapid-paced urbanization of medium-sized towns in Africa is national

and sub-regional migration (temporary or permanent) and the return of migrants living abroad. This population is generally very young, more educated, and aspires to better living conditions and access to services. These migration flows have created a middle-class, often composed of two income households with modern consumption habits and lifestyles. This socio-demographic trend represents an important market opportunity for food crop production, manufactured goods and services. And, for the first time in decades in Africa, there is an effective domestic demand. There are real opportunities to develop micro, small and medium job-creating enterprises, in order to address this new urban demand.

CIDR will support the economic initiatives of these « new » entrepreneurs: members of the diaspora willing to reinvest in their country, young graduates in services and technologies, women entrepreneurs, apprentices and employees wanting to start their own businesses, etc. The goal is to help them develop their businesses and create jobs in view of substituting imported goods with local production as much as possible.

The situation is very different in the working-class neighborhoods of larger cities, where the underprivileged and poor often live. Young people, often school drop-outs, are without qualifications and jobless, even in the informal sector. Women work extremely long hours and assume the burden of thankless tasks, in order to ensure their families' survival. They are generally heads of household or the sole breadwinners. It is essential to contribute to efforts to maintain a certain level of social stability, which implies equity and solidarity.

CIDR will develop activities that promote economic integration. It will help underprivileged youth find jobs with reintegration companies, services providers contracted by government administrations, and educational and health care establishments. It will seek out public, private and multinational firms offering training programs and jobs as part of their CSR (Corporate Social Responsibility) policy.



1.3. Strengthen local governments' role to support local economic development

Local governments play a critical role in the economic development of their community. They are responsible for increasing incomes, creating wealth and jobs for local populations but also developing efficient fiscal policies that enable their own growth.

Tensions rising from the different expectations and strategies of local economic actors (rural and urban enterprises, local authorities, business development services) point to the need for coordina-

ted actions between different stakeholders (public and private) and at different levels (municipalities, inter-municipality, regions, central governments), if local economic development is to be effective.

As part of its efforts to support to local governments, CIDR will help create local or regional economic development agencies. These agencies will define local or regional development strategies, accompany and strengthen municipal services in charge of promoting local economic development, facilitate public-private consultation, manage local economic development funds, foster relationships with the banking sector and financial institutions, support entrepreneurs and promote the region.

2. Strengthen the social dimension of development

With only five years left until the 2015 deadline to achieve the Millennium Development Goals (MDGs), it is yet unclear if the objectives will be met. Results obtained by some countries suggest that some of the goals will be reached globally (increased primary education, combating malaria, access to basic health services and clean water). However, Sub-Saharan African countries will lag behind.

This situation might get worse, considering the effects of the global financial and economic crisis on the poorest and the most vulnerable populations. Unemployment in developed countries already affects migrants' capacities to transfer money to their families; producers and entrepreneurs' access to loans will decrease as microfinance institutions and banks must deal with a rationing of resources' caused by shrinking savings and foreign credit lines. At the same time, developed countries, busy mitigating the effects of the crisis, will probably reduce development aid.

2.1. Give increasing priority to reaching the Millennium Development Goals (MDGs)

In light of all these factors, CIDR will prioritize activities that contribute to reaching the MDGs. It will adopt a simple system to monitor the impact of its program activities on the MDGs, and will share findings on a regular basis.

> Programs supporting local development and decentralization, in particular, will make sure to take into account primary education activities, access to care for mothers and children and access to drinking water within the framework of municipal and inter-municipal development plans.

- > Microfinance activities will prioritize new product development, such as saving plans, loans for girls' education, home improvement loans (to improve living conditions thus reducing risk of malaria and increasing access to drinking water). As part of its business development activities, CIDR will focus on creating jobs for youth and women.
- > As part of its health and social protection activities, CIDR will develop synergies between health mutuals and universal health systems, and linkages with programs fighting HIV/AIDS. It will also tap into networks of mutual insurers in the North to mobilize resources, and encourage coverage of primary health care by private businesses, as part of their corporate social responsibility policy.



2.2. Monitor and assess social performance of supported organizations

An organization's social performance can be measured by assessing to what extent its intentions (formally written into the entity's founding statutes, internal and external communication materials, reports and publications) and are aligned with its actions (actual outreach, targeting efforts, appropriate products and services compared to demand).

Drawing on the diverse social performance initiatives at the international level, CIDR will monitor and assess the social performance of its partners based on the following four dimensions:

- > Targeting the poor and excluded: is targeting the poor part of the institution's mission and objectives? To what extent is it a priority? Does the institution have any tools or methods in place to achieve this objective?
- > Appropriate products and services: does the institution strive to offer products and services adapted to the beneficiaries' needs? What efforts are made to facilitate access to services? What efforts are made to involve beneficiaries in product development?
- > Empowering beneficiaries: to what extent are transactions transparent? Do beneficiaries have a clearly defined role in decision-making pro-



cesses? Does the institution provide training so that beneficiaries can effectively participate in governance?

- > Social responsibility: is there a human resources policy? How does the institution show social responsibility towards beneficiaries and the community? Does it take into account possible negative effects of its actions on beneficiaries? Are corrective measures taken?

CIDR will help its partners include a social performance management function in their organizational chart and draft a yearly assessment report. Findings will be analyzed together with technical staff and beneficiaries' representatives. Conclusions will be transmitted to the organization's decision-making bodies. Corrective measures will be decided collectively with all stakeholders and programmed into the next year's action plan.

3. Encourage harmonization of sectoral and sustainable development policies at the local level

Local development has become an increasingly complex affair, with a plethora of actors and actions, often fragmented and therefore difficult to manage. Decentralization, sectoral and sustainable development policies need to be harmonized, consistent and interactive. Promoting new forms of local governance is one way to meet this challenge. The idea is to nurture a consultative framework for strategic thinking and actions that links the main stakeholders at the policy level.

3.1. Support decentralization of sectoral policies

Sectoral policies are often associated with mechanisms to devolve certain responsibilities to local and regional governments. But, these mechanisms are not in phase with decentralization processes and result in duplicate structures and institutional competition. Moreover, many donors still provide aid in the form of budget injections at the national level, or via national or regional projects, instead of going through local governments. Expenses of local governments in Africa represent an average of less than 5% of countries' financial resources.

Sectoral policies are generally formulated without taking into account their relationship to or impact on decentralization policies. And while they provide a framework for central governments' to build their management capacities, they should also offer an opportunity to enhance skills of local governments in terms of decision making, planning and management.

CIDR will help local governments play a greater role in the development and articulation of different sectoral policies. By grounding sectoral policies in local development processes (a strategy CIDR refers to as « territorialization » of sectoral policies), CIDR aims to stimulate and reinforce decentralization processes. It will assist municipalities in implementing technical services and linking them to the decentralized technical services of central governments, in order to encourage the transfer of supervisory and operational responsibilities associated with sectoral policies (water, sanitation, education, rural water, health, etc.) to municipalities.

3.2. Participate in the implementation of a sustainable territorial management policy

Local governance encompasses the relationship between stakeholders and the bodies where they formulate, implement and coordinate local development projects. It embodies concepts of identity, participation and shared common interest (public goods). Local governance is based on the responsible involvement of stakeholders and hinges on what CIDR refers to as « territorial-based projects » and a « charter of sustainable development. »

The challenge of sustainable territorial management is to ensure local governance pursues policies, programs and actions designed to simultaneously achieve three objectives: economic efficiency; improved social equity between regions, individuals and generations; and environmental protection and sound natural resources management.

CIDR will support local governance bodies to analyze, steer and coordinate actions in view of implementing a coherent policy for sustainable management of local development.

It will prioritize responsible management of soil and water resources, considering the impact of desertification and environmental degradation on poverty in rural areas and on climate change.

It will require each Department to detail policies for sustainable development and natural

resources management, and how they intend to implement them in consultation with local governments. CIDR will set up a monitoring system at the program and organizational levels to report on the results of its efforts in terms of sustainable development.



III. Strategic priorities

CIDR conducts activities through four Departments:

- > *Local Governance and Territorial Management Department,*
- > *Agricultural Enterprises, Value Chains and Markets Department³,*
- > *Microfinance, Enterprises and Job Creation Department⁴,*
- > *Health Insurance and Social Protection Department.*

Each has defined a Strategic Plan in line with CIDR's 2010-2014 policy priorities. The plan presents the key findings of a sectoral analysis, the key findings from the internal evaluation of the 2004-2008 Strategic Plan, the Department's strategic positioning and priorities, an action plan and timetable for 2010-2014.

Each plan appears as a separate document. This framework document only presents the strategic positioning and priorities of each Department.

1. Local Governance and Territorial Management

1.1. Strategic positioning

Decentralization has shifted the responsibility of service provision and development to local governments, who are struggling to fill their new role. To meet the challenge, they must work with other development stakeholders: economic actors, civil society, central government authorities and representatives of the population.

Local governance is critical for planning and developing municipalities, and effectively improving quality of life. Successful local governing bodies are both a necessary condition for sustainable development and evidence of their importance.

The Local Governance and Territorial Management Department is positioned as a highly pro-



(3) Formerly the Enterprise and Producers' Organizations Department
 (4) Formerly the Decentralized Financial Systems Department

professional stakeholder, committed to broad citizen participation in local governance and skilled at strengthening the capacity of decentralized local authorities. From 2010-2014, it plans to reinforce the governance of a large number of municipalities and ensure successful implementation of their sustainable development initiatives.

A territorial approach that involves local populations at the village and neighborhood level will exemplify this commitment to building constructive dialogue between citizens and local governments. The Department will continue efforts to strengthen local governments' capacities to improve populations' living standards, and will continue to transfer sector-based project management responsibilities to local authorities in new African municipalities.

It will develop its expertise to promote lasting local governance models that successfully promote sustainable development. The concept of sustainable development will be integrated into the planning and development activities of local authorities at the municipal, inter-municipal and regional levels.

Local economic development will become the new priority. The Department will diversify its programs and make use of specialized skill sets to quickly gain know-how in this area.

Starting in 2010, the Department will reorganize operations geographically. Regional offices will be created in West Africa and Madagascar. Regional technical consultants will be brought in on several programs. Department staff will operate as a network, seeking synergies and optimizing complementarities. A proactive communication policy will be put in place and new North-South partnerships will be developed.

The Department will manage roughly a dozen programs in partnership with southern institutions by 2014 and at least 15% of revenues will come from training and consulting activities.

1.2. Strategic priorities

a. . Improve performance and project management capacities of local governments



Local governments must be capable of supervising the programming, implementation, management, monitoring and evaluation of goods and services for their citizens.

The Department will develop sustainable training, advisory services and networking activities for local authorities. It will prioritize activities that develop skills and sustainable services in the following areas: technical, financial and planning. Given the political and organizational dimensions to managing service provision, the Department will also develop activities to reinforce the overall operations of local governments.

The lessons learned from the successful transfer of the management of a water project to local government authorities in Collines (Benin) will be applied to other municipalities. The Department will seek out strong, specialized technical partners to propose advisory services and TA in project management for a variety of sectors (water, sanitation, education, health, etc.). The Department's local development and decentralization support programs will work with and strengthen the central government's regional services, which are key to any decentralization policy.

b. Support governance conducive to sustainable planning and management

The Department will help implement sustainable governing bodies financed by local and regional governments. It will strengthen the civil society's capacities to participate in all steps of the development process (planning, implementation, monitoring and evaluation). Special focus will be given to improving the position of women and young people. Tools and methods adapted to each context and scale (village, municipality, region) will be tested and adapted prior to disseminating them.

The concept of sustainable development will be explained to all local governmental actors, so that it may be fully integrated into municipal and inter-municipal planning. The Department will help its partners meet the challenge of sustainable territorial development.

The Department will develop its expertise in regional planning and development at the municipal and inter-municipal level. It will help local authorities create regional planning and development frameworks by building their capacities to facilitate strategic planning and implement of geographic information systems.

c. Promote effective and sustainable local economic development support programs

All of the Department's activities are designed to promote local economic development. Staff will help implement sustainable, regional initiatives that ensure the design of regional economic development strategies, coordination and organization of local stakeholders, technical and financial support for economic development, management of specialized project funds and promotion of a regional economy.

Staff with specialized skills, based in the West Africa and Madagascar offices, will participate in these activities to ensure rapid results. This strategic priority will be pursued in partnership with CIDR's other departments in the countries where they are present.

Other stakeholders involved in local economic development will be encouraged to integrate the concept of sustainable development. Activities addressing energy, sustainable agriculture and environmental protection will lead to income and job-generating projects.

The Department will analyze its local economic development activities to distill lessons learned and disseminate them through publications, consulting activities and training.



d. Reorganize, diversify and develop new partnerships

The Department will be reorganized around the two regional poles of expertise in West Africa and Madagascar. Regional offices will be established and developed over time. Regional technical advisors will be brought in to advise on different programs, in addition to or in lieu of current technical advisors. The Department plans to develop linkages and synergy between programs. These inter-program linkages will also include elected representatives, technical staff and local and regional government partners. CIDR's knowledge management activities will help optimize the complementarities between programs and stakeholders' skill sets.

The project portfolio will grow over the next five years. The Department plans to develop ten new programs by 2014. It intends to expand into Togo, Burkina Faso, Ghana and Côte d'Ivoire.

It expects to build internal capacities by diversifying its service offer to include advisory and training services. Staff will draw on lessons learned from past projects to develop four training programs on decentralization and local development practices in Africa for 2010-2012. The economic model will change during this time. These new activities are expected to generate 15% of revenues by 2014.

The Department will strive to distinguish itself from the competition by partnering with the strongest southern organizations and positioning itself as a solid, reliable manager of complex programs. It will develop short-term partnerships as well as strategic alliances with other institutions from the North and South.

It will build on its strong partnership with the Picardie region to further develop its expertise in decentralized cooperation (i.e., the partnering between local government institutions in developed and developing countries), particularly with stakeholders from the North.

Finally, the Department will play an active role in defining and implementing CIDR's external communication policy. It will actively take part in the external communication policy of CIDR.

2. Agricultural Enterprises, Value Chains and Markets

2.1. Strategic positioning

Recurrent price volatility of agricultural raw materials and food crops cause considerable economic and social instability in rural and urban areas. Faced with these risks, policy makers are often divided over whether to develop highly speculative agriculture or highly subsidized agriculture, to the detriment of a more entrepreneurial approach to and the modernization of family farming.

The economic role of an African agricultural sector based on family farms must be maintained. It is therefore necessary to develop economic strategies that promote « commercial » family farming by linking them to agri-food chains and urban markets. This economic challenge has important social implications in Sub-Saharan Africa, where the rural population is expected to grow over the next twenty years. The pace of economic development is simply not enough to absorb an accelerated rural exodus.



By 2014, the Agricultural Enterprises, Value Chains and Markets Department aims to leverage results from the previous Strategic Plan and its now well-established partner network (national platforms) to significantly increase outreach and implement new

forms of cooperation between value chain stakeholders and their institutional environment.

The Department will ensure national platforms have access to the technical, financial and human resources needed to help them boost the number of production, processing and commercialization units in the countries where they operate. It will build platforms' capacities so that they may provide services renowned for their quality, regardless of the context. It will encourage platforms to take into account institutional dynamics and participate more actively in sectoral policy discussions.

The Department will promote agricultural value chains in new programs, in new countries and in partnership with various stakeholders from the private sector (agribusinesses, banks and microfinance institutions), public sector (regional or national support programs, chambers of agriculture, etc.), civil society (professional trade unions, NGOs), local governments.

The Department will launch operations in four new countries (Côte d'Ivoire in 2010, Ghana in 2011 and two other countries by 2014). A regional program will oversee operations in Benin, Burkina, Mali and Togo. It will have developed a communication strategy to disseminate program results and impacts, and will have set up partnership networks in the new countries.

2.2. Strategic priorities

a. Foster growth and outreach of national agricultural business development services platforms in West Africa

The expected growth of the platforms' activities in Benin, Burkina, Mali and Togo may have consequences on the quality of services and respect of ethical principles. Growth will require efficient management of financial and human resources and must be paired with efforts to build communication skills.

Platforms will need to develop a quality approach that will meet the expectations and needs of their technical and financial partners. This priority will be

addressed in stages: standardization of approaches to BDS, improved practices, evaluation and improvement of teams' performances. The national platforms will be called upon to jointly design tools accessible to all. Knowledge sharing will be encouraged.

By 2010, platforms should be drawing on local financial resources to create and develop new enterprises. The Department will have set up financial mechanisms to help them do so (capital development funds, bank loans, linkages with microfinance institutions).



To ensure the visibility of supported businesses, to guarantee temporary tax incentives, to ensure good governance and environmental responsibility, the platforms will define, with the Department's assistance, a Social and Environmental Responsibility Compact. In signing the compact, enterprises will commit to economic viability while respecting the interests of all stakeholders involved, good governance, respect of environmental standards, and appropriation of sustainable development principles.

Finally, the Department will seek out strategic partnerships with research institutions, to monitor and anticipate developments in the agricultural sector prompted by inevitable environmental changes, technological innovation (especially in processing) and political shifts (such as the growing importance of local authorities).

b. Support territorial strategies for agricultural and rural development

The Department will draw on its experience with economic initiatives and agribusinesses to contribute to rural renewal. In particular, it will develop a « territorial competitiveness » approach to rural development in countries such as Madagascar and Ghana.

A region is competitive if it can withstand market competition while continuing to be environmentally, economically and socially viable. Territorial competitiveness implies utilization of local resources, participation of local institutions and stakeholders (namely local governments), innovative practices, cooperation with other regions and coordination with regional and national policies.

The Department will help regional stakeholders formulate territorial-based economic projects to better leverage local economic resources and create economic linkages between agricultural value chain actors, in view of improving food security and creating jobs. This assistance will be incorporated into the long-term development strategies of the regions supported and their regional development plans. The Department will look for synergies with other stakeholders, particularly other CIDR departments.

c. Strengthen participation of national trade organizations in agricultural value chains

In Benin and countries such as the Côte d'Ivoire, the Department will develop programs in partnership with trade organizations.

These actions will help build or strengthen:

- > Internal institutional capacities: efficiency, technical skills for project implementation, networking with partners and external service providers, etc.
- > Capacities to fulfill their mandate: efficient services to members, development of innovative economic projects, etc.

The Department will work at all levels of these organizations, as each one usually corresponds to a different link in the value chain:

- > With regard to production, all activities will be implemented via community-level organizations,
- > With regard to processing and marketing, activities will be implemented and coordinated by regional or national organizations,
- > With regard to commercialization, products will be marketed via national organizations,
- > Lastly, economic capacity building of all of these stakeholders will help enhance expected outcomes.



Improving competitiveness and productivity of value chains by intervening at the level of trade organizations will help make family farming more efficient, enterprising and lucrative. The Department's activities will also help support small rural entrepreneurs (offering plowing, post-harvest handling or management services, for instance) who will have better chances to grow, thanks to improved solvency of producers.

d. Develop an organizational structure adapted to increasingly diversified approaches

The Department will contract a regional technical advisor based in West Africa in 2011. The advisor will assist the four national platforms in Benin, Burkina

Faso, Mali and Togo (and eventually those in Côte d'Ivoire and Ghana) in capacity building, setting up a quality approach, knowledge management and knowledge sharing activities. This person will be involved in creating and promoting national capital development funds. The advisor will also accompany the Department director on technical assistance assignments in other countries and for new programs.

During 2011, the Department will design a three-year training program (2012-2014) for practitioners implementing entrepreneurial approaches in rural Africa.

To ensure its growth, the Department will adopt a more proactive fundraising approach, by targeting private companies, agricultural trade organizations, banks, and investment funds in the North and South. The Department will endeavor to identify and build long-term relationships with these organizations. It will need to enhance its professionalism with regard to negotiation techniques with investors, private companies, banking and financial institutions.

3. Microfinance, Enterprises and Job Creation

3.1. Strategic positioning

Around the world, hundreds of small and medium-sized microfinance institutions want to scale up and become more competitive. The relevant supervisory bodies and professional associations would also like to see the sector consolidate, and often include it in their strategies and action plans.

Small and medium microfinance institutions need to scale up (through commercial alliances and/or mergers) and become more efficient, professional and profitable. They would like assistance to diversify: their products (savings, credit, transfers, insurance), operating areas (rural, urban, secondary cities, market towns) and client base (poor households, small farmers, rural and urban entrepreneurs, small traders, women in the informal sector, salaried employees). It



is a strategy that mitigates risk, offsets margins and optimizes infrastructure and human resources.

Growth could also be fostered by creating « windows » that offer technical and financial assistance to emerging MSMEs (especially those in agro-food chains with high value added). Or, MFIs could partner with financial institutions specialized in local economic development.

The objective of the Microfinance, Enterprises and Job Creation Department is twofold:

- > Accompany partner MFIs in their efforts to consolidate, diversify products and clients, and use technology to reduce transaction costs, thus increasing their outreach, efficiency and sustainability.
- > Promote a new, more open and inclusive approach to finance, that effectively serves business development and job creation in rural areas and secondary cities.

The Department will develop skills associated with these two strategic niches: consolidating small institutions, building links between MFIs with similar operating areas or similar clientele, merging legal entities, forging commercial alliances among MFIs or between MFIs and banks. The Department will help MFIs roll out new, innovative financial products with high social and environmental value added. It will develop partnerships with new players, particularly from the private sector in the North and South.

By 2014, the Department will have three regional programs, one in each major operating area (West Africa, East Africa/Madagascar and Central Africa). In West Africa, priority will be given to Côte d'Ivoire, Ghana and Togo; in Central Africa, Cameroon and Chad; in East Africa, Ethiopia, Kenya, Mozambique (or Zambia or Rwanda), Tanzania and Madagascar.

Each regional program will have two or three technical advisors with complementary skills: one with a banking background to focus on institutional strengthening and the others with expertise in rural finance and value chain finance of agro-food SMEs. The advisors will work with highly skilled regional experts and will support local projects throughout the entire sub-region.

3.2. Strategic priorities

a. Accompany the consolidation and transformation of existing MFIs, particularly in rural areas

The Department will build on its expertise in rural microfinance, its experience in institutional capacity building in East Africa, and its understanding of regulatory frameworks and sectoral policies to develop a methodology to effectively accompany consolidation efforts.

It will seek to round out the financial, legal and organizational skills needed to head up MFI mergers, to spearhead business alliances between different types of financial institutions with complementary missions, and to build financial institutions with regional and national outreach. The Department will collaborate closely with PAMIGA to ensure the synergy and complementarities needed for successful operations.

b. Build MFI partner capacity to diversify products and clients, and adopt new technologies

Diversification of products and clients is one of the keys to improving efficiency and profitability, and enables MFIs to better manage risk. Using technology to expand services inexpensively - namely « branchless banking » techniques such as mobile phones and smart cards to carry out decentralized transactions - is another.

The Department will build the capacity of partner MFIs to develop these kinds of products, to adopt new technologies and to deliver, safely and efficiently, financial services to their clients. To do this, it will develop new skills and create technical and business alliances with various actors: banks in the North and the South, telephone companies and smart card providers, major microfinance players in the South with experience in this area. It will also pursue partnerships with practitioners and specialized consulting firms in the South, particularly AIDR affiliates.

c. Support partner MFIs create financing windows to support employment-generating businesses

The Department will help all its MFI partners create MSME financing windows with dedicated staff and specific savings and loan products. This assistance will be provided in collaboration with BDS providers⁵, so the latter can accompany financed businesses in their development.

Partner MFIs will receive support to develop procedure manuals for MSMEs' needs analysis, monitoring and evaluation methods, and products tailored to targeted markets. Regarding BDS, MFIs will identify the most appropriate providers with nationwide coverage and will make arrangements with them to offer services to financed MSMEs.



In two of the new countries, probably Côte d'Ivoire and Ghana, the Department will create new MFIs that cater to MSMEs from the most promising economic sectors, especially those downstream in agro-food value chains. After a period of instability, Côte d'Ivoire is experiencing renewed growth and numerous economic initiatives are underway. Ghana is known for its entrepreneurial spirit, including

in secondary cities. In both countries, the Department will build partnerships and foster economic synergy with well-positioned local players: existing MFIs working upstream, BDS providers targeting MSMEs and private sector support projects in rural and urban areas. The objective is to establish CIDR as a recognized reference in urban MSME financing. Capitalizing on the methodologies and products implemented in these two countries will make it possible to replicate them elsewhere.

The Department will ensure MFI partners promote job opportunities for youth and women. This strategy will involve prioritizing labor-intensive sectors, participating in urban economic development programs and integrating business support into MSME financing. In large cities, where social disparity is high, the Department will also seek to finance reintegration companies, to help fight against extreme poverty by creating apprenticeships and jobs. To do this, CIDR will seek funding from donors and corporate foundations that prioritize job creation and youth employment.

d. Promote financial innovation by developing products and services with high social and environmental value added, in view of achieving the MDGs

In Sub-Saharan Africa, access to financial services is limited; less than 20-30% of the population has access to a financial service provider of any sort. The Department will contribute to more inclusive finance, offering more people access to a wide range of financial services that suit their needs and constraints. The Department will test and develop products with high social and environmental value, such as financing rural waterworks and solar energy installations in villages and offering saving plans for education.

It will also carry out action-research on livelihood finance, an approach that has proven successful in Asia, in particularly vulnerable areas of Africa. All partner MFIs will receive guidance for developing appropriate financial products to help households diversify their resources and develop alternative economic strategies.

(5) BDS - Business Development Services



To do this, the Department will develop strategic alliances with major manufacturing companies (water companies and energy providers) willing to bring their expertise to developing countries, as part of their commitment to social and environmental responsibility; will forge relationships with corporate foundations wishing to contribute to the MDGs; and will pursue a partnership with a large Asian practitioner specializing in livelihood finance.

e. Establish a new organizational structure in line with the Department's new business model

During this Strategic Plan, CIDR will establish or reinforce three regional programs. The East Africa program will be further developed to include new

countries: Madagascar, Rwanda, and Mozambique. It will recruit at least one additional regional technical adviser and one or more national expert with complementary skills. A West Africa program will be created in one of the new countries, such as Côte d'Ivoire or Ghana. The Central Africa program will cover two countries: Cameroon and Chad.

In order to promote genuine opportunities for learning and technical/methodological innovation, the Department will become a specialized center of expertise comprised of a permanent team (program managers from headquarters and regional coordinators from West, Central and East Africa) and consultants from the North and South (including AIDR experts).

To implement this approach, the Department will develop a diversified business model, comprising:

- > At the core, a critical mass of projects and programs it implements, and,
- > A research and advisory service that responds to requests from regional partners, and seizes new opportunities through calls for tenders, alone or in consortium with technical partners that have complementary expertise and experience.

The Department will participate in implementing CIDR's financial strategy by renewing partnerships with institutional donors and expanding its funding base to include corporate foundations and private sector banks. It will strive to build long-term relationships with these actors by emphasizing its new intervention strategy.

4. Health Insurance and Social Protection

4.1. Strategic positioning

Social security needs of urban and rural workers in the informal sector are barely being met. To meet needs for health, accidental death and disability insurance, and reduce the vulnerability of African populations in the informal sector, it is necessary to create, negotiate, and implement microinsurance schemes.

Inevitably, national health insurance systems will first cover public employees and the formal private sector. They will struggle to reach informal workers. Commercial insurers looking to expand their client base will want to reach out to the informal sector. To do so, at least initially, they will have to partner with microinsurance experts.

By 2014, the Health and Microinsurance Department aims to distinguish itself among public and private stakeholders as a microinsurance expert with experience reaching rural and urban informal workers and participatory governance know-how.

It will develop strategies to integrate participatory microinsurance schemes into universal health insurance. It will diversify its know-how to cover risks such as accidental death and disability insurance. It will build capacity of permanent staff and develop long-term partnerships with the mutual movement in the North and South.

Moreover, the Department will scale up its intervention capacity at a national level, by supporting existing mutuals and developing new expertise in health reinsurance.

To expand health insurance, quality of care must be improved. Therefore, the Department intends to hone its expertise, contracting public health services and partnering with service providers specialized in health services management. It will promote private, socially oriented health care capable of carrying out the mandate of public services in regions where it supports microinsurance schemes.

It will partner with institutions providing technical assistance to health care service providers and will implement programs to develop health services and micro health insurance in tandem.

The Department will adopt a regional strategy to coordinate and maximize impact of its programs throughout West Africa (Benin, Burkina Faso, Côte d'Ivoire, Guinea, Senegal and Togo). A regional coordination unit will be set up in East Africa (Kenya, Uganda and Tanzania).

4.2. Strategic priorities

a. Professional management for micro health insurance schemes

The Department will capitalize on the lessons learned from managing mutuals and actuarial risk to develop centers to promote and manage micro health insurance schemes.

These Promotion and Management Centers (PMC) will ensure the technical management of micro health insurance programs for mutuals, private insurers and others. They will also offer a range of services including new product development, actuarial management of risk pooling mechanisms and premiums and claims management. Existing mutuals will have priority to claims management services, which involve purchasing health care (negotiating care packages, procedures, fees and contracts with health care providers); but private insurers and other health care funding schemes may access these services as well.

Private insurers are increasingly prospecting new markets by developing microinsurance products for the informal sector. Lacking knowledge of the health risks in this population, they often seek out technical partners. Delegating management functions to the PMCs is one way to meet their needs. The Department will partner with these insurers to help them develop services adapted to new markets. Together, they will build a new distribution and management model for microinsurance products, perhaps allowing policyholders to assume some

product management functions (marketing, distribution, etc.).

b. Diversified funding and financial models

Co-funding is one way to increase risk coverage and cover the expenses and intermediation costs of micro health insurance schemes. Microinsurance programs should be able to take advantage of the expected increase in funds for microinsurance and reinsurance opportunities in the years to come.

A strategy to diversify funding resources will be set up for each country. It will define how funds should be used based on the characteristics of each funding source (type of funding, timeframe, funders' objectives).

Different types of financing will be used depending on the context:

- > Funds from local, regional or national institutions. Creating financial linkages between microinsurance schemes and universal health insurance is a way to access reliable and sustainable public resources.
- > Funds from mutual networks in the North. This type of financing is particularly well adapted to mutual networks in West Africa and francophone countries in the South. It can be incorporated into the communication strategies of some mutual organizations in the North. Funds from nationals living abroad. The idea is to organize immigrants living in France to help fund mutual health networks in their home countries. This option, although politically sensitive, is attractive for certain donors.
- > Funds earmarked by local businesses as part of their communication and social responsibility strategy. This type of funding requires a critical mass of large companies willing to publicize their efforts to help salaried and non-salaried workers.

Re-insurance can help health insurance programs consolidate both technical and financial performance. Self-financed reinsurance will be proposed

to existing mutuals to mitigate risk. Subsidized reinsurance will be integrated into marketing strategies of new programs or products. Developing these different types of reinsurance might require the creation of a specialized structure.

The Department will seek out the necessary skills to professionalize existing reinsurance arrangements and create new ones better suited to mutual and microinsurance schemes' changing needs. It will conduct an exhaustive needs assessment and study the possibility of creating new reinsurance arrangements between mutual networks in different countries, to better mitigate external risks, such as epidemics and inflation.

c. Promote, with other stakeholders, quality health care adapted to the specific needs of microinsurance schemes

Expansion of health insurance is limited by high priced, low quality health care services. The Department will adopt strategies that involve health insurance programs in efforts to improve the performance of contracted health care providers.

It will negotiate with public health services and perhaps implement derogatory measures to improve quality of care: performance bonuses for staff, diversification of drug suppliers, etc. Depending on the openness of public institutions, mutuals may be invited to participate in the governance of public health services.





The Department will encourage the private sector to offer top-notch health care in conjunction with mutuals. Although a clear separation between health care providers and insurers is necessary, mutuals must be able to negotiate with suppliers to keep their products attractive, without compromising the viability of private care providers.

d. Incorporate micro health insurance models into national social protection schemes

The ongoing health sector reforms in English - and French-speaking countries may be an opportunity - or a threat - depending on how microinsurance will be incorporated into universal health coverage. The Department will develop efficient strategies to integrate micro health insurance programs into national social protection schemes.

To influence policy, it will build alliances with practitioners sharing a similar vision. It has already done so with the National Federation of French Mutuality (Fédération Nationale de la Mutualité Française), and

will continue to implement this partnership strategy with other mutuals. The Department will suggest forming a consortium to encourage synergies and strengthen negotiation power. These alliances will lead to national programs designed to promote member-based health insurance. In many countries where the Department operates, the context is increasingly favorable for setting up national and/or regional schemes to improve quality of care and coverage. The Department will develop partnerships with institutions that have expertise in this area.

Department staff will participate in consultative bodies on national and international health insurance policies (ILO, CGAP, World Bank, etc.). A communication strategy will be developed to address private sector players in view of diversifying partnerships.

Efforts will be made to actively contribute to the formulation of national policies. The Department will dialogue regularly with competent authorities as well as monitor ongoing reforms and participate in working groups.

IV. Organizational implications

Implementation of CIDR's 2010-2014 Strategic Plan hinges on four crosscutting approaches:

- > *Partnership and alliance building,*
- > *Knowledge management,*
- > *External communication,*
- > *Managerial support.*

The Executive Director of CIDR will coordinate these approaches, in conjunction with the Departments' directors and backstopping officers.

1. Partnership and alliance building

CIDR intends to develop and integrate the new international development landscape by implementing a policy based on openness, operational partnerships and strategic alliances. It will experiment with new methods, acquire new skills and increase its intervention capacity, outreach and impact.

1.1. Diversify cooperation with new stakeholders in civil societies in the South

African civil societies have become increasingly organized and active contributors to economic and social

development in their country. They are growing in size: diasporas, entrepreneur or investor clubs, companies of all sizes, research departments, agricultural trade unions, etc.

All of these stakeholders are looking to partner with development professionals familiar with the country's realities and needs, and capable of creating win-win situations and opportunities. CIDR will develop partnerships with these new stakeholders, to help increase their visibility and give true meaning to development partnerships with the private sector in the South.

1.2. Develop technical partnerships with specialized service providers and practitioners in the North and South

To develop the new skills needed for implementing the activities in its Strategic Plan, CIDR will build partnerships based on knowledge transfer between technical service providers.

In the South, it will rely on local expertise as much as possible. It will develop structured partnerships to promote programs with non-West African service providers (from Maghreb and South Africa, for example) as well as Latin America and Asia.

It will mobilize specialized organizations from the North to provide regular support in the form of practical skills transfer: banks, corporate foundations, agribusinesses, fair trade organizations, trade unions, national federations of mutuals, management professionals' networks, etc.

1.3. Contribute to the development of the International Alliance for Development and Research

The International Alliance for Development and Research (known by its French acronym AIDR) is a strategic network for southern and northern stakeholders who share the same ethics and mission. It is a South-North alliance whose stakeholders, committed to self-sufficiency and finding an African approach to development, reject isolated initiatives in favor of collaborative relationships based on trust, with a preferred technical partner or others who share the same vision.

CIDR will increase its involvement in AIDR. It will help the Alliance scale up its membership (from 15 to 25 organizations), broaden its geographic outreach (from 7 to 12 countries, particularly in East Africa) and hone its skills (education, health, environment, local economic development, etc.). It will also strengthen governance and management capacities of affiliates to help them become leaders in their countries and sectors. The International Alliance for Development and Research is expected to be a reference for strategic alliances between stakeholders in the North and South by 2014.

2. Knowledge management

CIDR wishes to leverage its experience and know-how through knowledge transfer and results dissemination. It wants to offer new partners (from both the North and South) the opportunity to benefit from its experiences and those of other practitioners, so that they may define, design and implement methodologies and tools specific to their own context and issues.

The idea is not only to replicate successful field experiences internally (as a practitioner) but disseminate

practices externally (as a trainer), while maintaining an objective perspective that enables it to detect early on (as a consultant) when a different context may create the need to revise methods (action-research).

2.1. Expand knowledge management

CIDR's knowledge management approach, launched in the 2004-2008 Strategic Plan, associates four main elements:

a. Action-research

To fulfill its role as an advisor, CIDR must strengthen its research activities by integrating knowledge from the field, where ideas circulate and new approaches are created. In addition to boosting organizational efficiency (good practices, procedures, tools, etc.) knowledge management makes it possible to pool different research activities through cross-functional projects, programs and departments.

b. Capitalizing on lessons learned

Every field program is an occasion for stakeholders to acquire « contextualized » experience: successes and failures, problem solving techniques, figuring out ways to adapt practices to local contexts - together, these constitute a « patrimony » that needs to be systematized and shared. The process of capitalizing on lessons learned consists of identifying these practices, evaluating them, comparing them to existing practices, then validating and classifying them in a database that is easily accessible at a distance.

c. Operationalizing practices

A database of good practices, lessons learned, rules and norms is necessary, but not enough to insure their operational implementation. Efforts must be made to operationalize this knowledge in the form of methodological tools, or even in operational procedures, so that it can be leveraged throughout the institution. A process map, i.e., a

workflow diagram that shows what processes should be completed and in what order, has proved to be effective in this regard.

d. Dissemination and training

These three elements aim to create an easily accessible, ready-to-use knowledge base. To further develop knowledge management practices and a knowledge culture within an institution or team, however, it is necessary to be proactive about disseminating knowledge and training those who are expected to use it, so that they may gradually appropriate it and apply it in the field.

For the next five years, CIDR will develop and integrate this approach into its working methods by helping each Department formulate, implement and evaluate its own knowledge management program. It will help each Department create a process chart and develop collaborative work tools.

Parallel to this, CIDR will improve its knowledge management website (UNGANA) in view of turning it into a platform for dialogue and exchange - a vector of a new learning culture in the field of development - first for CIDR staff and AIDR affiliates, then progressively for other development stakeholders.

2.2. Develop a training component

CIDR will examine the possibility of creating a separate training and knowledge management center. The center will aim to integrate knowledge management into the current knowledge sharing and learning dynamics that characterize CIDR's relationship with AIDR affiliates and local partners. It will ensure CIDR's internal training and skills development, and external dissemination of CIDR's and its partners' know-how by organizing training programs for development professionals.

3. External communication

CIDR has innovated and experimented with new development practices for decades. It has successfully communicated on its expertise within its immediate professional network, but has not sought to expand this circle. This has been a conscious decision, reflecting CIDR's resolutely « business to business » philosophy. In the absence of a genuine communication strategy, CIDR has let its good work in the field communicate for itself.

CIDR's new approach to communication is not part of an effort to correct or remedy a problematic institutional image. Rather, it is the consequence of forward-looking thinking, based on analysis of CIDR's recent history, current observations and future perspectives given the « new landscape » in international development.

This Strategic Plan includes a genuine, coherent, shared communication policy that will lead to an operational communication strategy.

This communication strategy will be based on CIDR's corporate image:

« CIDR is an international aid organization with fifty years of experience innovating in Africa. CIDR works through a network of local partners, with the objective of contributing to their development and sustainability by sharing knowledge and encouraging high professional standards. CIDR is committed to developing fair, democratic and loyal working relationships with its partners ».

« It works with skilled professionals from around the world, partners with European and English-speaking organizations, and plays an active role formulating public policies for development, both in France and internationally ».

At the operational level, the action plan will include the implementation of a multi-disciplinary committee to define, manage and evaluate CIDR's communication policy. This committee will bring together CIDR's managers and external resource persons (experts in communication, news agencies from the South, journalists, etc.). Use of infor-

mation and communication technologies will be a priority.

Activities will include:

- > Creating a document and image database,
- > Opening the UNGANA website to a larger public,
- > Presenting CIDR's 2010-2014 Strategic Plans in the countries where it operates,
- > Developing a lessons learned series in the form of an interactive CD-Rom,
- > Creating informational videos of CIDR's programs.

4. Managerial support

As part of its 2004-2008 Strategic Plan, CIDR made a number of organizational improvements in 2007 and 2008:

- > Consistency and efficiency were improved in all four Departments by creating systematic linkages between programs in the field, development research activities, knowledge management and internal training activities,
- > CIDR adopted a business approach by naming a director for each Department and improving the overall quality of backstopping activities,
- > An Executive Committee regrouping all four Department directors and two administrative officers was set up.

These changes helped CIDR clarify the role of each Department, the responsibilities of backstopping officers and the respective functions of the Executive Committee and Board of Directors.

As part of the current Strategic Plan, CIDR will designate an Executive Director in 2010 to work under the Board of Directors and President to oversee implementation of the Strategic Plan, management of administrative services and the activities of the Executive Committee.

Systematic efforts will be made to create synergies between CIDR's different Departments in the field and at the institutional level in terms of partnerships, alliances and external communication, for instance, as well as the monitoring of the Strategic Plan's impact indicators (contribution to MDGs, social performance, sustainable development).

Lastly, CIDR's Departments will develop an operational strategy to transfer certain responsibilities to field managers and promote regional centers of expertise, in view of creating regional coordination units on specific topics.

To mobilize staff around its new Strategic Plan and build efficient teams at headquarters and in the field, CIDR will offer managerial support during the first and second years of the five-year plan. This support will draw on external expertise and will lead to the implementation of a « management agreement ».

This management agreement will be established collectively, and will define CIDR's management principles. It will be organized around three main elements: (i) values (moral values, professional values, etc.); (ii) mandates of different categories of staff (roles, responsibilities and delegation principles of the Executive Committee, management, regional coordination units, etc.); and (iii) information sharing, project management, and transparency.

CIDR is an international aid organization with fifty years of experience leading innovative programs in Africa. Its expertise covers the following areas:

- > Local Governance and Territorial Management Department,
- > Agricultural Enterprises, Value Chains and Markets,
- > Microfinance, Enterprises and Job Creation,
- > Health Insurance and Social Protection.

CIDR's mission is to build and strengthen sustainable local, regional and national institutions that effectively serve populations and contribute to reducing poverty. It is present in fifteen countries throughout Africa (Benin, Burkina Faso, Cameroon, Chad, Comoros, Ethiopia, Guinea, Kenya, Madagascar, Mali, Uganda, Senegal, Tanzania, and Togo).

CIDR works through a network of local partners with the objective of contributing to their development and sustainability by sharing knowledge and encouraging high professional standards.

It draws on skilled professionals from around the world, partners with European, Anglo-Saxon and Asian organizations, and plays an active role formulating public development policies in France and internationally.

CIDR manages a knowledge management platform designed to transfer skills and lessons learned. This web-based platform enables exchange and dialogue among twenty African development organizations.

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