

CARITAS AFRICA STRATEGIC FRAMEWORK 2024-2030



Building together resilient communities in Africa



List of Acronyms

AU	African Union
AMEN	African Microfinance Ethical Network
CA	Caritas Africa
CARES	Caritas Africa Regional Executive Secretariat
CAMOS	Caritas Africa Member Organisations
CI	Caritas Internationalis
CMDRR	Community Managed Disaster Risk Reduction
EU	European Union
IHD	Integral Human Development
IMF	International Monetary Fund
MEAL	Monitoring, Evaluation, Accountability and Learning
MOs	Member Organisations
PWD	People With Disability
SERCAF	Regional Executive Secretariat of Caritas Africa
SECAM	Symposium of Episcopal Conferences of Africa and Madagascar
SMART	Specific, Measurable, Achievable, Relevant, and Time-Bound.
TOC	Theory of Change
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
WASH	Water, Sanitation & Hygiene

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About Caritas Africa

Caritas Africa is a social pastoral ministry of the Catholic Church in Africa. The Africa Region, as one of the 7 Regions of the Caritas Internationalis Confederation (162 members), was formally constituted on **January 20, 1995, in Matola, Mozambique**, following the approval of its first Statutes by the Member Organizations (national Caritas). It is a network of 46 National Caritas Organisations in 46 African countries; including adjacent islands in the Atlantic and Indian Oceans. Caritas Africa is headquartered in Lomé, Togo and has an ancillary office in Nairobi, Kenya.



The purpose of Caritas Africa according to the Statutes

According to the Caritas Internationalis Statutes 8.1, one of the roles of the Regions is to **promote and harmonise the work of member organisations within their Regions in accordance with the priorities determined by the General Assembly.**

With regard to its own Statutes, the purpose of Caritas Africa is to:

- **Assist the Church in Africa in carrying out its social-pastoral ministry of spreading charity and justice by assisting the poor and the most excluded/ needy, responding to humanitarian emergencies and promoting the integral human development according to the Holy Scriptures and the teachings of the Catholic Church.**
- **Supports its members in their mission of charity and social justice and facilitates coordination and synergy of action among Caritas members in Africa.**
- **Promotes communion, collaboration, and cooperation by carrying out tasks of animation, coordination, representation, advocacy and institutional development and capacity strengthening.**

Vision, Mission, Values and Tagline

Our Vision:

I have come in order that you might have life in all its fullness. (John 10:10).

This means for Caritas Africa a just and peaceful Africa reflecting God's Kingdom, with flourishing communities, where love, reconciliation, justice, peace and prosperity prevail for all and resources are judiciously harnessed for the common good.

Our Mission:

Inspired by the Gospel and as part of the mission of the Catholic Church, we work in a spirit of communion, fraternal cooperation and partnership for a better Africa by:

- ★ **Serving, accompanying, and defending the poor and the most excluded.**
- ★ **Strengthening National Caritas members to empower the marginalized and disadvantaged and to advocate for and take action to build resilient communities with their own participation.**
- ★ **Effectively responding to humanitarian emergencies.**
- ★ **Engaging Caritas members to participate in transformational change at different levels.**

Our values and principles:

Compassion:

Confronted by global poverty and suffering, the fundamental response of Caritas is compassion rooted in love. Caritas refuses to accept the suffering of brothers and sisters and takes action to alleviate such suffering.

Hope:

Caritas' hope is inspired by Christian faith and the strength and resourcefulness of its partners and the people whom they serve. In the knowledge that Christian hope is not passive, Caritas believes that by working together, a better world can and must be achieved so that all can enjoy fullness of life.

Dignity:

Caritas sees the poor as dignified human beings not hopeless objects of pity and works with them to build a better future for them. Caritas believes in the intrinsic dignity of every person and that all women and men are equal. Caritas works with all people regardless of race, gender, religion or political affiliation.

Preferential Option for the Poor:

Caritas believes that caring for those who are less well-off is everyone's responsibility. Preferential care should be shown to vulnerable and marginalised people, whose needs and rights are given special attention in God's eyes.

Social Justice:

Caritas believes that one cannot make a gift of something a person should already have by right. Caritas challenges economic, social, political and cultural structures that are opposed to a just society.

Solidarity:

Caritas works to enhance solidarity with the poor, seeing the world through their eyes, and recognising the interdependence of humanity.

Fraternal Cooperation and Communion:

Caritas builds links between communities across the world, acknowledging that all receive as well as give. Caritas works within and beyond the Catholic family seeking justice to change the world for the better.

Environmental Stewardship:

Caritas believes the planet and all its resources are entrusted to humankind and seeks to act in an environmentally responsible way as true stewards of creation.

Integrity:

Caritas believes in the adherence to moral principles and its centrality in organisational integrity, personal honesty and sincerity. Caritas thus promotes congruence in our thoughts, judgment, choices and actions.

Ethics:

Caritas encourages reflections on what is defined as morally good or bad, or morally right and wrong. Caritas additionally values the importance of assessing the impact of human activities on nature and future generations. In Caritas, ethics go beyond the internal compass, it is a constant system that guides the structures of society on virtuous actions. This moral reflection should be guided by the social teachings of the church.

Transparency & accountability:

Caritas believes that all individuals have a role to contribute to the common good. This may be achieved through reciprocal transparency in business and society. Caritas through advocacy promotes a culture of transparency, accountability at the individual, personal relations and societal level. At an organisation level, Caritas challenges structural concerns and promotes good governance. In relation to this, Caritas also promotes compliance to the Caritas Internationalis management standards (CIMS).

Subsidiarity:

Caritas seek to ensure that power, decisions, and responsibility are exercised at the local level wherever possible, and that our efforts as a Region maximise and build upon local capabilities and resources. In the spirit of synodality, we value community-led programmes and participatory leadership at all levels. We commit to upholding this value by: ensuring that good partnership and fraternal cooperation are central to the way we work together; reflecting the principles of synodality in our identity and way of being, and in our decisions and actions as a Region.



Most Rev. Gabriel Justice Yaw Anokye
Archbishop of Kumasi
Bishop President of Caritas Africa

“Caritas is the caress of the Church to its people, the caress of the Mother Church to her children, her tenderness and closeness.” (Pope, Francis)

“ This love offers people not only material help, but refreshment and care for their souls ”.
68 Papa Bento XVI. 2005.
Carta Encíclica Deus caritas est. N. 28b.

Message from the Bishop President of Caritas Africa

In January 2024, Caritas Africa will open a new mission driven chapter, with an emphasis on service to its 46 National Caritas Member organisations spread out in 46 African countries, as well as in the adjacent islands of Atlantic and Indian oceans.

As a service of charity of the Catholic Church, this 2024–2030 Strategic framework finds its grounding in the Motu Proprio of Pope Benedict XVI “the Church’s deepest nature – Intima Ecclesiae Natura.” which provides guidance to the organisation of Caritas on its mission to carry out its service of Charity. In this document of Pope Benedict XVI, he points out that the Church’s deepest nature is expressed in its three-fold responsibility of proclaiming the word of God (kerygma-martyria), celebrating the sacraments (leitourgia) and exercising the ministry of charity (diakonia). These duties presuppose each other and are inseparable ” (DCE, 25)

In my service to the Church in Africa, I am reminded by Pope Benedict XVI that “Bishops, as successors of the Apostles, are charged with primary responsibility for carrying out in the particular Churches the service of charity (Para, 32).” I therefore encourage my brother Bishops to support me in raising awareness on this Caritas Africa Strategic framework so that it may inspire the strategic plans of National, Diocesan and Parish Caritas in Africa. By owning this document, we can start taking concrete steps to ensure the mission and spirituality of Caritas to “serve out of love” is well understood and embraced in parish life. Our vision is to see that Caritas is owned and supported as an instrument of the Bishops at the meetings of the National Episcopal Conferences, Regional Episcopal Conferences and at the continental level by the Symposium of Episcopal Conferences of Africa and Madagascar (SECAM). I further encourage my brother Bishops to operationalise the Declarations we made in Mumemo 2010, Kinshasa 2012 and Dakar 2017 in support for the organisation of the service of Charity in Africa.

During my term of 8 years (2015–2023), I was happy to witness the milestones that we have achieved collectively. I have also taken note of the immense support that we have received from our member organisations, the 6 Zonal Coordinators and our partners. It is through your support that the launch of this Strategic framework has been made possible. On paper we have demonstrated our commitment, but our hearts are inspired by the Love of Christ which urges us to serve the people who quest for a just, flourishing and inclusive society in Africa. Our hard work will bring desired results, but mere talk will only lead to poverty (Proverbs: 14:23). We entrust all our plans into the hands of the Lord. Caritas is love that is who we are and how we witness in Africa.



Mr. Albert MASHIKA
Regional Executive Secretary, Caritas Africa

Since 2022 the Caritas Africa Regional Commission (Board of Directors), the team of the Regional Executive Secretariat, Caritas Africa member organisations, regional task forces, regional committees and Caritas partners have been engaged in a participatory strategic planning process. This 2024-2030 Strategic framework is a result of consultations at different levels, research, environmental scans, context analysis and a consolidation writeshop that was carried out in Lomé, Togo on 18-21 October 2022. After months of consultations, analysis and interpretation of feedback from our stakeholders, we have learned a lot and we are eager to share this document with you with the hope that it will inspire the strategic direction on national, diocesan and parish Caritas Organisations in Africa.

The core services of the Regional Executive

Message from the Regional Executive Secretary of Caritas Africa

Secretariat of Caritas Africa to the 46 National Caritas member organisations underpin the 4 pillars of this 2024-2030 Strategic framework, clearly aligned with the Caritas Internationalis priorities, will focus on :

- ◆ Uphold Caritas as an expression of the organised charity of the Church in Africa.
- ◆ Reinforce the effectiveness and resilience of Caritas Africa Member Organisations.
- ◆ Save lives and reduce the impact of humanitarian crisis in Africa region.
- ◆ Engage Caritas Africa Member Organisations in transforming unjust structures for a fair and fraternal world.

Globally, the services of Caritas Africa Regional Executive Secretariat will be geared towards the consolidation of the Caritas network at the service of the communities we serve, accompany and defend in our region. The success of this Strategic framework will be measured on the feedback that member organisations will provide to their Secretariat during the mid-term and end-term evaluation.

This strategic document has been developed with an acknowledgement that we are operating in a fast-changing environment. In 2020, the COVID-19 pandemic caused seismic shifts in operations within the humanitarian and development aid sector. As we started a campaign on inclusive economic recovery, other challenges continued to affect our context. They include the impact of wars and various conflicts in and out of Africa as well as the impact of unconstitutional changes of government, economic sanctions on humanitarian and development work in Africa and natural disasters such as cyclones, droughts and floods. We are therefore keen to ensure that in 2024-2030 planning period, Caritas Africa will be flexible and adaptative to unforeseen changes that may occur in Africa region. Accordingly, the Regional Secretariat will develop an operational plan to demonstrate how Caritas Africa will realise its commitments in this Strategic framework.

To our member organisations, technical and financial partners and colleagues please be assured that the commitment of Caritas Africa to you, remains steadfast as it is stated in its Statues: “support its members in their mission of charity and social justice, and facilitate coordination of their efforts and synergy of action between its members in the Africa Region.” The opportunities to journey together are numerous and Caritas Africa looks forward to working closely with you.

And you may be aware, “if whoever compels you to go one mile, go with him two (Mt,5,41)”..

Our Context

Caritas Africa operates in a context of global uncertainty due to the impact of: COVID-19, climate change, extreme weather events, conflict and insecurity among other myriad of challenges in the international political economy. Notably, Africa has been affected by this uncertainty for a very long time. As a result, Caritas Africa faces the challenges outlined below in an attempt to attain its vision.

The African continent is home to more than 30 million displaced persons, refugees, and asylum-seekers, constituting one-third of the global displaced population. Due to drought in the horn and east of Africa, millions of people are going to bed hungry, additionally millions of animals have been reported dead in Ethiopia, Kenya and Somalia. In Southern Africa for instance, over the years, heavy rains, cyclones and flooding have been causing deaths, displacement, damage to infrastructure and livelihoods.

UN FAO reported that in 2021, hunger affected 278 million people in Africa. The increase in global hunger reveals inequalities across and within countries due to an unequal pattern of economic recovery among countries following the effects of climate change and the pandemic. Political instability in the global landscape has caused economic shocks in global trade of food and agricultural products, and in particular, the supply of wheat, maize, sunflower, sunflower oils and fertilizers. This is illustrative of unjust and unsustainable food systems and the vulnerability of Agriculture to climate change. It also calls for promotion of agroecological principles in food systems and Nationally Determined Contributions, in order to empower smallholder farmers and to promote the use of organic pesticides and fertilisers.

Additionally, wars and armed conflicts have, in some cases, made it difficult to reach disaster-stricken areas with lifesaving aid. It is further noted that the widespread crisis in Africa is characterized by: scarcity of funding, limited media attention, inadequate international political and diplomatic initiatives and, minimal representation of local organisations including faith-based entities in humanitarian coordination and decision-making mechanisms. This situation serves as a continuous reminder on the need to promote local leadership in humanitarian and development interventions,

Caritas Africa shares in the aspirations of the African Union's Agenda 2063 to live in "An Africa of good governance, democracy, respect for human rights, justice and the

rule of law.” Many problems existing in Africa today, including underdevelopment, corruption, widespread poverty, inequalities, and civil unrest can be addressed by African governments through building of strong, democratic and effective institutions. International solidarity in this regard will be expressed through balanced partnerships, fairer international structures and systems as well as effective multilateralism.

In the face of these challenges, Pope Francis has invited the entire Church to reflect on Fraternal Cooperation and Synodality. This is a call on the Caritas family in Africa and the wider Catholic Community, and people of good will to journey together as people of God. The mission entrusted to Caritas is to serve the poor, and to provide the service of charity and above all to promote justice. For this mission to be attained, the Caritas mission has to be embraced and well understood. However, the understanding of Caritas as an integral part of Church structures remains relatively low despite numerous efforts to raise awareness and creating platforms for dialogue. Additionally, surveys have revealed that the sense of belonging to the Caritas Africa network is not yet well rooted in the mindset of its members and other key stakeholders. This has to be continuously improved.



Our Theory of Change

Caritas Africa and its member organisations' aspirations to contribute to the promotion of sustainable integral development in Africa Region is summarised in the Theory of Change (ToC) below by articulating the pathway on how our work will contribute towards saving more lives and reduce the impact of humanitarian crisis in Africa and engage in transforming unjust structures.

The ToC explicitly indicates the link between the overall goal and specific works to reinforce effective and resilient Caritas as expression of organised charity of the church in Africa. In the effort to achieve the strategic objectives: environmental stewardship, promoting the leadership and participation of women, youth, and people with disabilities, promoting partnership and fraternal cooperation, among other cross cutting concerns are key commitments of this strategic document.



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OVERALL GOAL: CONTRIBUTE TO THE PROMOTION OF SUSTAINABLE INTEGRAL HUMAN DEVELOPMENT IN AFRICA REGION

Caritas Africa and its Member Organisations are engaged in transforming unjust structures for a fair and fraternal world

Save lives and reduce the impact of humanitarian crisis in Africa region

Promote an accountable and transparent governance system in Africa that will facilitate citizens participation in the decision-making processes

Promote more resilient, healthy, and inclusive national and regional food systems in Africa

Advocate for an enabling environment and support for local leadership, voice and influence in humanitarian and development sectors

Seek global justice, effective multilateralism, balanced partnerships, and fairer international structures & systems

Reinforce the Effectiveness and Resilience of Caritas Africa and its Member organizations

Consolidated preparedness and response capacities of Caritas Africa Member Organizations

Enhanced coordination for rapid and effective response in emergency situations at different levels

Caritas Africa Regional Executive Secretariat (CARES) provides reliable and effective core services to Caritas Africa Member Organizations

Improved organizational and financial resilience of CARES

CARES has improved its strategic capabilities to provide quality services to CAMOs

CARES has adequate and sustainable financial resources to manage its operations.

CAMOs and Church affiliated Microfinance Institutions are organized in an effective African Microfinance Ethical Network (AMEN) at the service of local communities.

Assumptions :
 - Sustained collaboration and support from the Bishops
 - Adequate information and resources will be available

Uphold Caritas as an expression of the organised charity of the Church in Africa

Promote understanding of the service of charity and its organisation spirit of Motu Proprio Intima Ecclesiae Natura

Strengthen pastoral collaboration, mutual support between SECAM, Regional Episcopal conferences, religious congregations, and academic institutions in the works for Charity and Justice

Actively collaborate with other Churches, agencies, faith based and like-minded organisations

Our Strategic Orientations 2024 – 2030

Overall goal of the Strategic framework

The overall goal of this Strategic framework 2024 – 2030 is to “Contribute to the promotion of sustainable integral development in Africa Region”.

Caritas Africa will work on four Strategic Orientations reflecting priorities of the Caritas family in building together resilient communities in Africa.

The Strategic Orientations and their strategic objectives as well as their outcomes will be supported by the following strategic commitments :

- ♦ **Mainstreaming the culture of safeguarding and risk management in our organizational and institutional development of Caritas.**
- ♦ **Promoting the values and principles of partnership and fraternal cooperation for a constructive and proactive collaboration in our work.**
- ♦ **Enhancing the environmental stewardship in response to the Encyclical letter of Pope Francis Laudato Si**
- ♦ **Promoting efficient knowledge sharing, peer learning and exchange among Caritas Africa MOs to support sustainable development**

at the local level.

- ♦ **Conducting research to gather evidence to support our advocacy initiatives.**
- ♦ **Conducting advocacy through the “See, Judge and Act” methodology and grassroots participation**
- ♦ **Promoting leadership, equity and participation of Women, Youth and People with Disability.**
- ♦ **Holding ourselves accountable and transparent thought an effective Monitoring, Evaluation, Accountability and Learning (MEAL) system to measure the impact of our work on the communities we will continue to serve, accompany, and defend.**

The four (04) Strategic Orientations and their strategic objectives are outlined in the section below.





1

Uphold Caritas as an expression of the organised charity of the Church in Africa

1 John 4:8, 16 'Encyclical Letter Caritas in Veritate, 'God is love' (Deus Caritas Est): everything has its origin in God's love, everything is shaped by it, everything is directed towards it. Love is God's greatest gift to humanity, it is his promise and our hope"

The service of charity is central to the mission of the Church that is evangelization through proclamation of the Gospel, celebrating the Sacrament and Diakonia - service. According to "Deus Caritas Est" (God is Love) and the Motu Proprio "Intima Ecclesiae Natura" (the Church's deepest nature), the three dimensions cannot be separated. However, the reality is that diakonia is seen by many in the Church including among Church's leaders as secondary if not marginal. Caritas is engaged to change that and to show how diakonia-service of charity is organized not only through Caritas but also through the other Church's bodies which collectively makes the mission of the Church credible and attractive, by giving a voice to the poor and learning from them, thus making them protagonists of their well-being. There we are called.

Indeed, the commitment and support of the Bishops who preside over charity in their respective Churches will be decisive. Caritas Africa will therefore have to raise awareness among Bishops and other Church's leaders on the importance of the service of charity and its organization which is key and in addition, work collaboratively, in synergy not in competition/duplication, thus contributing to building a synodal Church that reflects the Kingdom of God where peace, justice and solidarity prevail.

Caritas Africa will work to further nourish our engagement through formation of the heart (spiritual dimension) of its staff and by working with other actors /faiths, civil society and like-minded organisation for the common good. This is summed up in the table below:

Strategic objectives

Outcomes at the horizon 2030

1.1. To promote understanding of the service of charity and its organisation in the spirit of Motu Proprio Intima Ecclesiae Natura

1.1.1. The service of charity is better understood and supported by the bishops, other Church structures, and communities at different levels.

1.1.2. Through formation and training our catholic identity, values and culture including Catholic Social Teaching are understood and reflected at all levels in particular among staff, volunteers and other collaborators.

1.1.3. Women, Young people and People with Disability (PWD) are empowered and are given space to participate fully in the mission and development of Caritas Africa.

1.1. To strengthen pastoral collaboration, mutual support between SECAM, zonal Episcopal conferences, religious congregations and academic institutions in the works for Charity and Justice

1.2.1. Harmonious relationship between SECAM, Regional Episcopal Conferences and Caritas Africa in the work for Charity and Justice

1.2.2. Enhanced joint actions between Church working structures at regional and zonal level.

1.2.3. Strengthened collaboration and synergy between Caritas MOs and religious congregations.

1.2. To actively collaborate with other Churches agencies, faith based and like-minded organisations to increase the impact of our common work

1.2.1. Caritas Africa MOs build on the best practises, create working alliances within the wider Church, ecumenically and with other faiths

1.2.2. Caritas Africa MOs engaged with other stakeholders on shared priorities to build strategic alliances at all levels

1.2.3. Caritas Africa member organisation benefit from the implementation of fraternal cooperation principles in their relations with other CI MOs

Reinforce the effectiveness and resilience of Caritas Africa Member Organisations

Proverbs 16:3 Commit to the LORD whatever you do, and he will establish your plans.

The mission of the Regional Executive Secretariat of Caritas Africa (SERCAF) is to provide core services to its member organizations. This requires an appropriate operational structure, competent and stable human resources and adequate financial resources. As part of the long-term strategy, the Regional Executive Secretariat is committed to be sustainable in three dimensions: Institutional Sustainability, Organisational Sustainability and Financial Sustainability.

The Regional Executive Secretariat will develop a long-term Caritas Africa plan to ensure its resilience as an integral organizational development process. The aim is to strengthen and sustain its organisational capacity. It will meet a range of international standards and develop an operational model that is effective and forward looking. This organizational development process is inspired by the 7S Model of Excellence and adapted to its external and internal context.

The Regional Executive Secretariat will develop a financial resilience strategy to ensure to

deliver core services to its members, meet operational costs, develop its own organisation, build its free reserves and increase its income generation capacity. The strategy will ensure the Regional Executive Secretariat's full cost recovery model is financed by a diversified source of donors, regular membership fee and other sources such as donations and legacies, income generating assets, private sector and government funds. Financial objectives will be established to ensure that it has a range of funding sources, sufficient income to cover its costs and liquidity for its day-to-day operations.

The annual planning cycle will include SMART Objectives, multi-year operational plans, financial budgets, resource mobilization plans, risk management, knowledge management and MEAL processes. This will ensure that activities are prioritised and that financial resources are linked to organizational priorities. Therefore, this strategic orientation will focus on the following aspects

Strategic Objectives

2.1 To improve organizational and financial resilience of the Regional Executive Secretariat (SERCAF)

Outcomes at the horizon 2030

2.1.1. The Regional Executive Secretariat has strategic capabilities to provide quality services to CAMOs.

2.1.2. The Regional Executive Secretariat has adequate and sustainable financial resources to manage its operations.

2.1.3. Caritas Africa Member Organisations and Church affiliated Microfinance Institutions, accompanied by Caritas Africa since 2021, have established an organized and effective African Microfinance Ethical Network (AMEN) at the service of local communities.

2.2 To provide reliable and effective core services to Caritas Africa Member Organisations (CAMOs)

2.2.1 CAMOs have used CI Management Standards, including the promotion of the Safeguarding culture, as a common Confederation tool for supporting member-led and sustainable organisational development.

2.2.2 CAMOs have increased their strategic and operational capacities and have become resilient and sustainable.

2.2.3 Caritas zonal coordination is appropriately resourced and are providing accompaniment to emerging CAMOs and those in a fragile situation in their zones.

2.2.4 Caritas Africa member organisations have received reliable and effective core services offered by the Regional Executive Secretariat



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Save Lives and reduce the impact of humanitarian crisis in Africa Region

1 Corinthians 12:7-11 A spiritual gift is given to each of us so we can help each other.

Natural and man-made disasters are intensifying in Africa; they include: cyclones, storms, forest fires, floods, drought, pandemics, earthquakes, and technological or industrial disasters. In light of this, Caritas Africa promotes rapid and coordinated disaster response, prevention, and preparedness amongst its member organizations. Caritas Africa's humanitarian efforts help save lives, protect people, their environment, their property, and their cultural heritage during major disasters. Caritas Africa member organizations, sister agencies, and local and international alliances coordinate life and livelihood protection services of affected populations. This assistance may include shelter, WASH, food security, cash-based assistance, Integrated Disaster Risk Reduction (DRR), resilience and peace building, protection services, and livelihood support. Fidelity to the Caritas mission must thus be at the heart of all these interventions.

Furthermore, Caritas Africa stimulates self-organization and co-ordination to ensure disaster preparedness, response and

resilience. This is achieved through the provision of rapid, high-quality, localized and coordinated responses to humanitarian crises. A priority is the increased support to local, national, and regional Caritas efforts to save lives, relieve suffering, provide protection services and begin immediate planning for rehabilitation and recovery. Through locally-led emergency responses, Caritas informs humanitarian policy and practice on the national and international level to mitigate the effect of future disasters.

A special lean will be on community-led innovative approach to programming which reflects the dictum: 'As international as necessary, as local as possible', thus effectively contributing to the mission of Caritas Africa.

Consequently, our humanitarian focus will touch three key areas of service: Disaster Preparedness and Response, Community Resilience Building.

Strategic objectives

3.1. To consolidate the preparedness and response capacities of Caritas Africa Member Organizations facing emergency situations.

3.2. To enhance coordination of intervention mechanisms for rapid and effective response in emergency situations at different levels.

3.3. To strengthen the capacity of Caritas Africa Member Organisations in Community Managed Disaster Risk Reduction (CMDRR).

Outcomes at the horizon 2030

3.1.1. Supported Caritas Members have increased their organisational, technical and financial capacities for humanitarian preparedness mechanisms and response.

3.1.2. Caritas Africa Regional Solidarity Fund regularly supported by its Members Organizations and other key stakeholders.

3.2.1. A well-organised network for collaboration and cooperation established in Africa Region

3.2.2. Coordination of humanitarian affairs at all levels within the Caritas Africa network is improved.

3.2.3. Caritas members engaged in humanitarian actions at different levels in Africa (diocesans, national, zonal and regional) coordinate their work and efforts with other actors (Church's structures, local authorities, governments, bilateral and multilateral cooperation agencies).

3.3.1. The Caritas Africa Member Organisations have been trained and are applying basic principles and practices of Community Managed Disaster Risk Reduction in the communities they work.

3.3.2. The Caritas Africa Member Organisations have developed and are guided by community friendly early warning systems and mechanisms in their humanitarian work.

3.3.3. Caritas Africa Member Organisations document and share best practices to enable cross learning at international, national, and diocesan level.

3.3.4. Caritas Africa Member Organisations capacity in Risk Governance is strengthened and they monitor / influence countries' DRR systems and structures, decision-making processes, and compliance with legal instruments.

3.3.5. Local communities supported by Caritas Africa MOs have adopted innovative and sustainable measures and approaches which strengthen their resilience to cope with disasters.

Engage Caritas Africa Member Organisations in transforming unjust structures for a fair and fraternal world

Proverbs 31: 8-9 Open your mouth in behalf of the mute, and for the rights of the destitute; Open your mouth, judge justly, defend the needy and the poor!

We commit to promote sustainable Integral Human Development (IHD) inspired by Pope Benedict XVI, who observed that the aspiration of all may be met through ensuring access to food, water, energy, medicine, technology, and monitoring climate change. Within the Caritas Africa network member organisations promote Integral human development through various project initiatives such as: peace building, Water Sanitation and Hygiene, Community Managed Disaster Risk Reduction and sustainable livelihoods. This strategic document will contribute to the IHD approach through advocacy, by focusing on four thematic areas. Concretely, they are:

- o **Promote democratic governance and leadership to serve as the foundation for the positive change we want to see in line with the AU aspirations for Agenda 2063 and UN Agenda 2030:**
- o **Consolidate the effectiveness of the network that contributes to and influences policy dialogue in international cooperation and development, to seek global justice and effective multilateralism**

- o **Promote ecologically sound agricultural practices in view of the vulnerability of the food system to climate change and;**

- o **Leverage Caritas Africa's observer status at the UNEP to promote the Encyclical Laudato Si' and care for our common home.**

The implementation of this strategic orientation will give to Caritas Africa an opportunity to leverage the position and structures of the Catholic Church in Africa to amplify the voices of the most vulnerable for transformational change (representation, resourcing, decision making) as outlined below:

Strategic objectives

Outcomes at the horizon 2030

4.1. To promote an accountable and transparent governance system in Africa that will facilitate citizens participation in the decision-making process

4.1.1. Caritas Africa Member organisations are involved in policy dialogue on effective, accountable, transparent institutions in line with Agenda 2063 aspiration three to promote citizens participation in decision making.

4.1.2. Women, people with disability and young people's voices are heard and they participate fully in the mission and development of Caritas Africa.

4.1.3. A dignified, rights-based Human Mobility, advantageous to migrants'; in the countries of origin, transit, and destination is promoted.

4.1.4. Decision makers demonstrate transparency of allocation and utilization of public finance: taxes, special drawing rights, public debt, official development assistance and grants.

4.2. To promote more resilient, healthy, and inclusive national and regional food systems in Africa

4.2.1. The Caritas Africa Network promotes sustainable African food systems that deliver affordable nutritious foods and healthy diets.

4.2.2. National Governments have increased national governments toward the implementation of the comprehensive agriculture development programme through their National Agriculture investment plans (Allocation of 10% of the national budget into agriculture).

4.2.3. Decision makers promote financing, upscaling and adoption of agroecological principles in the transformation of food and agriculture on grassroots, trade and policy levels.

4.3. To advocate for an enabling environment and support for local leadership, voice and influence in humanitarian and development sectors.

4.3.1. Caritas Africa members are represented in local, national, regional, and global platforms on humanitarian and development coordination.

4.3.2. Effective local leadership, quality partnership and risk sharing among Caritas members and their partners are promoted in African countries

4.3.3. Caritas Africa Members have direct access to financial, human, and technical resources for the service of charity

4.3.4. Caritas Africa and partners of its member organisations honour commitments of Caritas Internationalis partnership and fraternal cooperation principles.

4.4. To advocate for global justice, effective multilateralism, balanced partnerships and fair international systems and structures

4.4.1. The Caritas Africa network's advocacy work focuses on debt, Special Drawing Rights and concessional finance from IDA and other sources as ways to mobilize external resources to poor countries without adding to countries' debt burden

4.4.2. The Caritas Africa network promotes just and inclusive policies, having at the core the fight against poverty, inequalities, and global injustice, and contributes to integral human development in light of Fratelli Tutti and Laudato Si'.

4.4.3. The voices of the communities we serve influence policies, projects and processes in high level policy dialogues fora (at the African Union, European Union, UN Economic Commission for Africa, United Nations Framework Convention on Climate Change, The United Nations Environment Programme, IMF, World Bank etc.).



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IMPLEMENTATION STRATEGY

Role of the Regional Executive Secretariat

- » Oversee implementation of the strategic framework guided by the operational plan
- » Maintain constant communication and collaboration with the 46 National Caritas Organisations, SECAM & Regional Episcopal Conference
- » Link strategy implementation to the overall strategy of the Caritas Internationalis Confederation
- » Report progress of implementation to internal and external stakeholders
- » Operationalisation of Organisational Policies to accompany implementation of the strategy.
- » Invest in resources for successful implementation of the strategy: skills, human resources, technology
- » Communication and Knowledge management
- » Promote environmental stewardship

Role of the 6 Zonal Coordinators

- » Promote ownership of the Strategic Framework in the six zones at National and Diocesan Level
- » Report to the Caritas Africa Board on activities in the Caritas Africa network that feed into overall implementation.
- » Consult members on the representation in the Regional Committees and Task Forces
- » Liaise with the respective Regional Episcopal Conference
- » Establish linkages with the Regional Economic Communities of the African Union
- » Support mid-term evaluations of strategy implementation
- » Convene zonal reflections to collect data and facilitate information sharing

Promotion of leadership, equity, inclusion and participation of women, youth and People With Disability (PWD) at all levels in the Caritas Africa network.

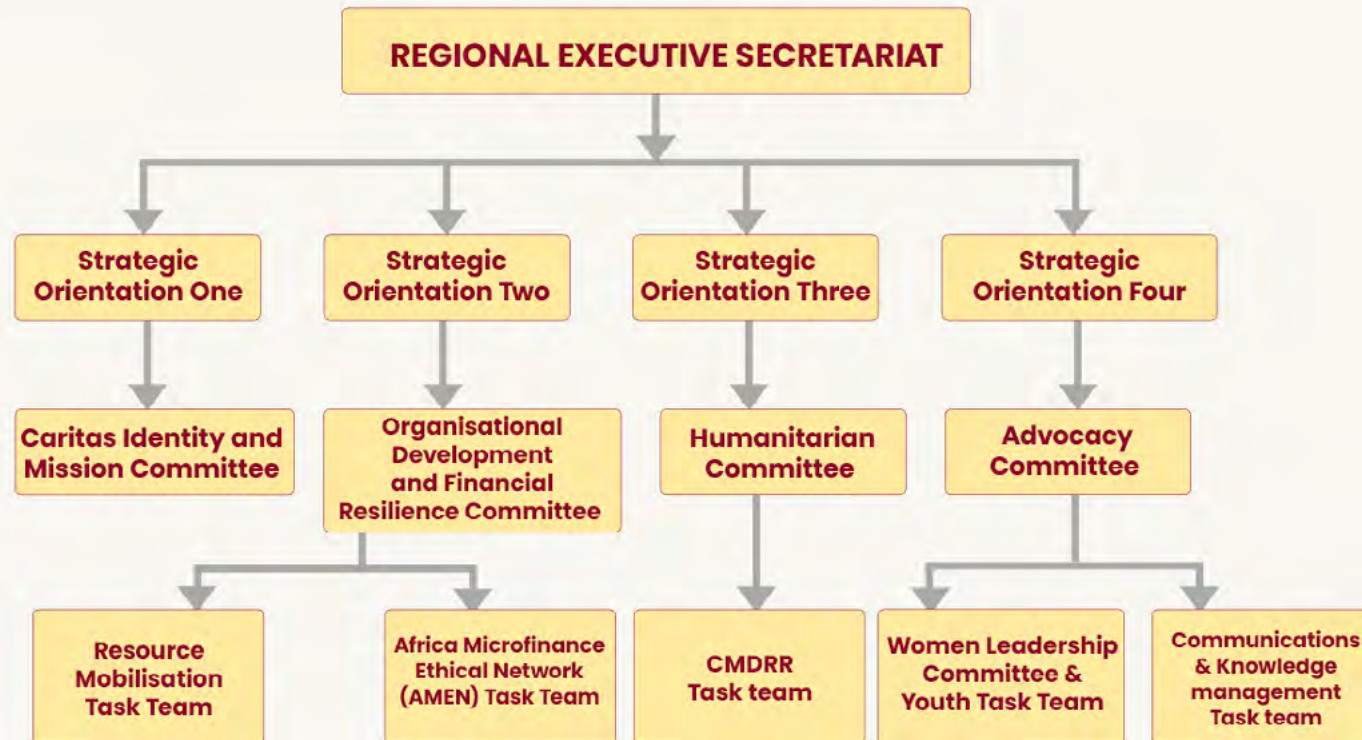
Partnership and Resource Mobilisation

- » Internal & External Fundraising for strategy implementation
- » Run campaigns for domestic resource mobilisation
- » Raise awareness on the Caritas Africa Regional Solidarity fund for emergencies
- » Facilitate donor round table discussions
- » Alert Member organisations on call for proposals
- » Facilitate consortium fundraising
- » Support development of fundraising plans at National level

Monitoring, Evaluation, Accountability, Learning.

- » Promote a Culture of Monitoring, Evaluation and learning in Africa region
- » Assess measures in place to uphold principles of accountability and stewardship in Africa region
- » Track progress of Implementation at all levels (Secretariat, National and Zonal)
- » Measure success, shortfalls and innovations during implementation period of the strategy.
- » Provide data for the M&E system of the Caritas Confederation
- » Prepare Monitoring & Evaluation Reports
- » Share lessons learnt to feed into decision making processes in Africa Region

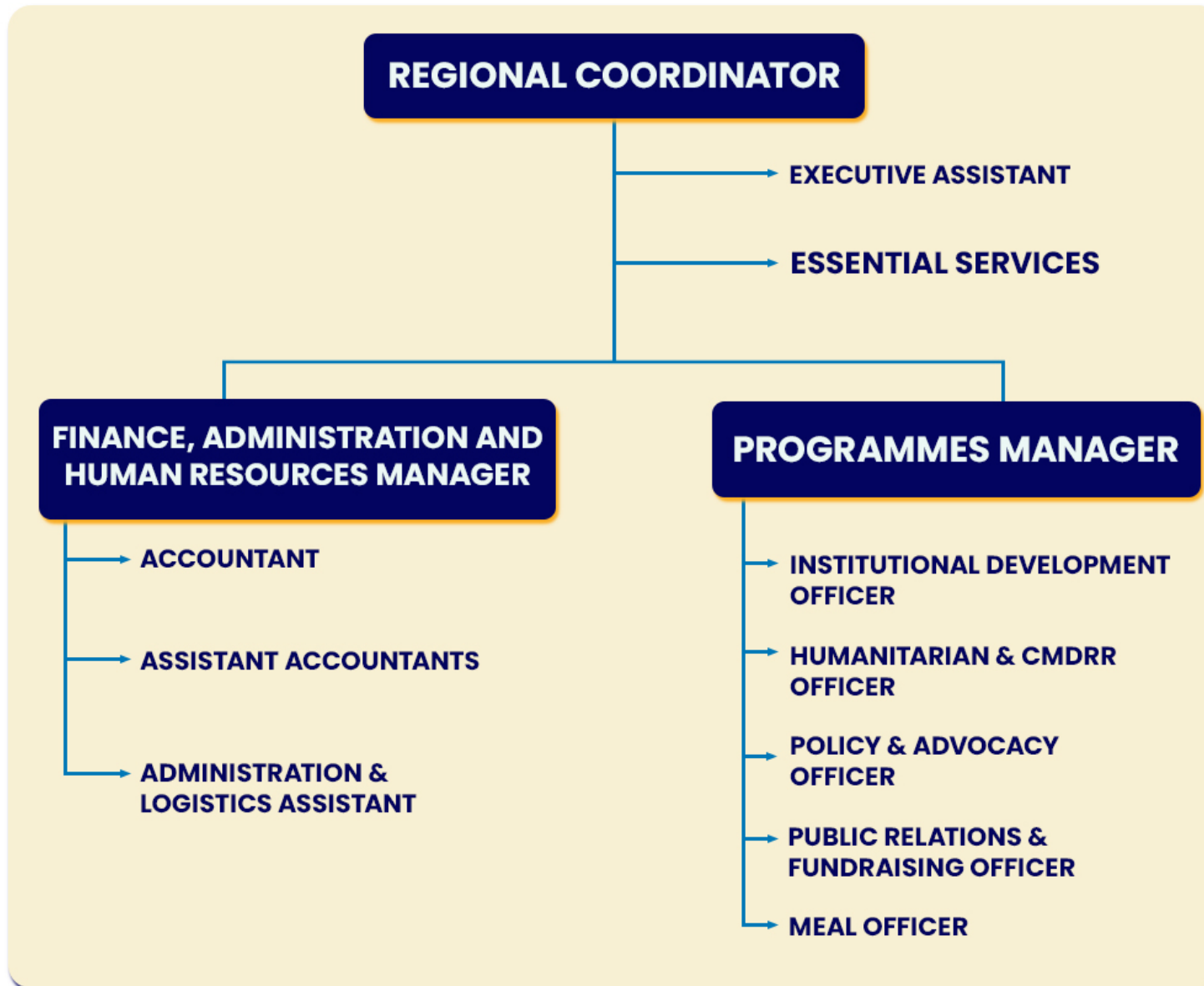
REGIONAL COMMITTEES AND TASK TEAMS



CARITAS AFRICA NETWORK ORGANISATION STRUCTURE



REGIONAL EXECUTIVE SECRETARIAT TEAM



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