



# STRATEGY PAPER



ADISI - CAMEROUN

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ADISI - CAMEROUN

## Strategy Plan for the 2020-2024 Period

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## ACTION PLAN for the 2020-2024 PERIOD



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# I. INTRODUCTION



Democracy, development and governance are concepts that interact and mutually enrich each other. La Baule's historic speech marks a decisive turning point in the political processes of most African States, which are essentially characterized by political regimes that have not been able to create any dynamics for the establishment of free and stable spaces conducive to development. The years that will follow this "rendez-vous" between the countries formerly colonized by France and the latter will be decisive in their new political orientations. We will then experience the beginning of the last wave of democratization coinciding with the fall of the Berlin Wall and the end of ideological tensions. The ceremonial of National Conferences and the ensuing commitments to democratic opening in Africa will in no way lead to an improvement in the political situation in Africa. In fact, an assessment made a few years later will show that the same elites remained in power despite the expressions of intention and the decisions taken to open up to political pluralism with a multiparty system, an emerging civil society, pluralism media, etc. This will

make Jean François Bayart say that in Africa, we face a situation of "continuity in change", seeking to demonstrate the sterile nature and the artificiality of this democratic opening in most African States.

This situation will change the paradigm of relations between the North and the South through the resetting of Official Development Assistance (ODA) conditions. One of these ODA conditions will henceforth be the capacity of the States receiving this aid to demonstrate good public finance management: the concept of governance will then appear and become more democratic in the discourse of State actors and partners.

In the same vein, after several development theories successively proposed by the North, we note several facts that provide information on their limits: a desire to linearise and standardise development that is impossible, a "top down" approach that sidelines interesting grassroots initiatives, and endogenous dynamics that are not integrated in any way, etc. The failure of these different theories will be demonstrated by the fact that several States have remained in their situation of underdevelopment for decades after the presentation and development of these theories. The definition, at the beginning of the 2000s, of a 2000 - 2015 strategy paper, spearheaded by the United Nations System, the Millennium Development Goals (MDGs), provides sufficient information on the global challenge of development.

Moreover, in the course of the implementation of political and development processes, whatever their quality, Africa has never been on the sidelines of world events and facts even if their impact is very equivocal, often minute. By way of illustration, let us note, at the beginning of the 2000s, the meteoric rise of "information highways" which will shake up many certainties but also human relations and modes of governance in several sectors. They will bring people together virtually, reconfigure the processes of production and dissemination of information, and influence the thinking patterns and lifestyles of a large segment of the world's population, especially young people who are naturally predisposed to take part in these types of dynamics that bring about change. Indeed, the impact of the intrusion of the new information and communication technologies will be such that some observers will describe the phenomenon as the "third industrial revolution".

It is in this complex context, with multidimensional challenges that the Association for Integrated Development and Interactive Solidarity (ADISI - Cameroon) was established in 2010 with the aim of contributing to the implementation of political and development processes in Cameroon and more broadly in Central Africa through governance.

More specifically, ADISI-Cameroon has positioned itself on the issues of human rights, access to information, freedom of expression, citizen control, digital rights, etc. but also on the whole constellation of sub-concepts revolving around the polysemic and more inclusive concept of governance.

*“This document was the result of a long process with several stages: diagnostic of the organizational efficiency of ADISI, strategic planning workshop bringing together all the members of the organization and resource persons, validation session and finally finalization. It was carried out with the support of Mr. Mamadou Seck, Specialist in Organizational Governance General Manager of Synapsus Consulting, based in Dakar, Senegal. ”*



## II. WHAT IS ADISI?



### Background

The Association for Integrated Development and Interactive Solidarity (ADISI-Cameroon) is a civil society organization born from the reunification of a group made up of several founders also called “Founding fathers” who come from different professional categories: journalist, lawyer, sociologist, civil society actors, activist, etc.

ADISI-Cameroon was established in 2010 and its creation is authorized by the law of 19 December 2000. It effectively launched its activities from the last semester of 2015. It is an association incorporated under Cameroonian law.

To this effect, its core business is information and governance. Its head office is located in Douala, the economic capital of Cameroon.

ADISI-Cameroon is an organization that works on is-

issues related to access to information and freedom of expression. It also works to promote open data and data journalism through its citizen access to information platform called [www.datacameroon.com](http://www.datacameroon.com) or Data Cameroon. Likewise, because of its relevant positioning on the emerging digital issue, ADISI has opted to use information technologies as an instrument for the promotion of human rights, governance and ultimately democracy and development, concepts that are strongly interlinked and mutually enriching.

### Rationale

ADISI is a non-profit, apolitical and non-denominational civil society organization under Cameroonian law that has been working for years for the defence of human rights and the promotion of good governance.

### Achievements

Since its creation, the Association for Integrated Development and Interactive Solidarity has been able to carry out actions that have largely contributed to its institutionalization:

- Establishment of an executive secretariat, a relevant linchpin, responding to a coherent overall structuring, under the guidance of a composite Board of Directors.
- A clear and relevant positioning giving it a real organizational personality.
- Integration of extensive national and international networks in several areas, particularly in advocacy and electoral matters.
- An extensive portfolio of partners that has made it possible to diversify areas of interest while maintaining the organization’s principles and core business.
- Legitimacy with the public authorities of Cameroon because of the latter’s adherence to initiatives carried out by the organisation.
- Implementation and popularization of several legal instruments to promote access to information and to defend the rights of women, youth and vulnerable groups through the digital lens.
- Diversification of the organization’s approach due to the complexity of the issues addressed.

In a more factual and specific way, ADISI-Cameroon was able to carry out the following actions:

- Training on the fact and data camp (fact

checking)

- Access to Information Project in the North-East and South-West regions in times of crisis

- Establishment of a mechanism for access to public information and data in the South-West and South-West regions in times of crisis.

- Training on fact checking

- Civic Tech and Access to Information Project for the participation and citizen monitoring of young people in Douala 3 Council

- Training of young people in Douala 3 Council in monitoring and reporting on the public investment budget (BIP) and projects to be implemented by the Douala Council (using its own funds).

- Training on the mechanisms of the African Commission on Human and Peoples' Rights (ACHPR)

- Initiator and sponsor of the Working Group on Open Government hosted by the Prime Minister Office of Cameroon. Group in which she co-chairs as a civil society representative. Key stakeholder in the Open Government Working Group (OGWG) in Cameroon

- Production of the Communal Service Guide for a better understanding of the procedures for drawing up official civil status documents (birth certificates, marriage certificates, land titles, death certificates, building permits, etc.)

- Production of a documentary on the impact of the Anglophone crisis on young people in the regions of the same name.

- "Open Councils" support to several municipalities in the country in the use of CivicTech to open up local public data, promoting access to local information to facilitate the monitoring of public action.



Moreover, as an organisation aiming to acquire a sub-regional scope in charge of promoting youth participation in political and development processes, ADISI-Cameroon has been able to develop good practices on the basis of its successful actions:

- Creation of a network of skills, in particular for the promotion of governance and human rights through new technological tools.

- Perspective of the partial financial self-sufficiency of the organisation through specific institutional engineering (through the Data Cameroon initiative)

- Promoting the development of real expertise in data journalism, open data, fact checking, etc.

- Development of an asserted and recognized leadership in data journalism, open data, fact checking

- Effective contribution to the animation of the digital ecosystem in Cameroon

- Legitimacy and recognition at regional, continental and global levels through an invitation to several citizen initiatives on the issues of defending human rights and promoting the political participation of young people through new information and communication technologies.

- Capitalization on local governance and participatory democracy through effective collaboration with local authorities in Cameroon and the mobilization of young people.

- Promotion of freedom of expression, access to local information to foster citizen participation based on access to public information and data

- Promotion of gender in its recruitment policy and in the implementation of its various programmes and projects

- Diversification of themes directly or indirectly related to the numerical fact: involvement in the electoral process in Cameroon

- Diversification of Cameroon civil society instruments and approaches in its interventions and initiatives

- Ability to initiate actions with a very high community scope with a view to contributing to governance and the strengthening of democracy, particularly in Cameroon

### Lessons Learned

From 2010 to 2020, ADISI has positioned it-



self on an issue whose influence and impact on the lives of citizens is obvious. In this way, it has been able to develop useful expertise that is sought after at all levels of life, particularly by citizens. This has enabled it to integrate without many obstacles, several initiatives, bodies and several frameworks for the promotion of human rights and more broadly of governance and democracy, particularly in Cameroon and Africa. Moreover, thanks to the links forged with certain international institutions and major technical and financial partners, ADISI has been able to diversify its portfolio of partners working in its field of action and thereby address a wide range of legal instruments and strategies for the promotion of human rights, democracy and governance.

Likewise, the organization has been able to take part in several initiatives led by regional or international bodies whose aim is to contribute to sustainable development, stability and democracy. Thus, thanks to these links and ramifications existing with certain regional, sub-regional, continental and global institutions, ADISI-Cameroon has been able to take part in very important meetings on information sharing, promotion of new forms of production and dissemination of information, induced by the digital fact.

However, an analysis of the implementation of activities between 2010 and 2020 allows us to identify some weaknesses in the organization:

Shortfall in terms of human resources

Technical difficulties (support)

Insufficient financial resources for the continuation of certain projects and the sustainability of achievements

Lack of effective territorial coverage

Difficulties in mobilizing resources due to their scarcity, for an institutional development commensurate with the ambitions of the organization.

Difficulties in organizing regular meetings to review activities and update the organization's strategy.

### **Comparative Advantage, Added Value**

ADISI-Cameroon is an organisation with real asset as a civil society organisation. ADISI-Cameroon, like this civil society, has been able to acquire institutional legitimacy and dynamism thanks to the essential issues it addresses. Moreover, during its ten years of existence, it has been able to acquire a receptive which, despite the difficulties encountered, has managed to convince partners of all kinds of its capacity to manage programmes, recruit and manage its human resources. It has also demonstrated competence in identifying priorities and has been able to draw the consequences from a strategic and programmatic point of view.

On the strength of the initiatives undertaken but also of the activities capitalised since its creation, ADISI has been able to establish an undeniable institutional legitimacy to the point of attracting the support of a very diversified base of state and non-state partners, technical and financial partners, specialised agencies and institutions, etc.

Thanks to this capacity demonstrated by ADISI-Cameroon to expand its portfolio of financial and technical partners, it has finally convinced on the flexibility of its approach but also its internal discipline. This has enabled it to contribute indirectly to the implementation of several instruments and strategies. These partners include the following:

- National Endowment for Democracy (NED)
- Open Society Initiative for West Africa (OSIWA)
- International of Freedom Expression Exchange (IFEX)
- Africa Freedom of Expression Exchange (AFEX)
- United Nations Conference for Economic Cooperation and Development (UNCTAD)
- African League of Web Activists for Democracy (Africtivistes)
- Internews
- Accès Now
- Internet Without Borders (ISF)
- Facebook
- Global integrity
- French Media Development Agency (CFI)
- The French Development Agency (AFD)

- Collaboration on International Policy for East and Southern Africa (CIPESA)
- The French Embassy in Cameroon through PISSCA

**The diversification of its partners thus remains a guarantee of credibility and legitimacy.**

Based on its experience, ADISI-Cameroon has the capacity to mobilize a melting pot of resource persons on issues of governance, information production, information quality control, youth leadership in the field of local governance, appropriation and promotion of a number of legal instruments that promote participation in political and development processes.

In terms of added value, ADISI - Cameroon can be highlighted:

An organization with a dynamic and efficient management and good coordination of the projects implemented.

Effective managerial capacities by respecting project implementation deadlines

Clearly defined procedures and rules based on the requirements of financial partners but also on the capacity of the organisation to define its own rules and procedures.

The establishment of a stable working environment with a clear definition of the organization's objectives and actions.

The legitimacy of the organization in its environment, strengthened by its initiatives with a high community scope

A dynamic and innovative organization, responsive to change, with good responsiveness in terms of projects and search for partnerships

The establishment of good institutional governance by strengthening the digital security system, the reliability of information produced, and compliance with defined procedures and rules

- The creation of a network of highly involved partners, consultants and volunteers
- Qualified human resources, a dynamic, professional and cohesive team
- Significant progress on digital issues
- Greater visibility at national level, even if it still needs to be reinforced
- A qualitative contribution of young people to the pacification of electoral processes and the resolution of community conflicts,
- More young people equipped with tools for participatory democracy in Cameroon,

- An important role in the promotion, popularisation and use of fact checking, data journalism and open data in the transversal processing of information.

Finally, ADISI - Cameroon has been able to integrate several networks at both national and international levels.

**At national level:**

Cameroon Advocacy

The Cameroonian platform for peaceful elections in Cameroon

At international level:

IFEX (International of Freedom Expression Exchange)

AFEX (Africa Freedom of Expression Exchange)

Opening Africa

African League of Web Activists for Democracy (Africtivistes)

Africa Check

Project to Support Open Governments in French-speaking Africa (PAGOF)

# III. CURRENT ENVIRONMENT ANALYSIS



Human societies have always undergone changes, forcing their various components to constantly redefine intervention strategies for survival and sustainability.

The universalization of the democratic project today is undeniable. In fact, with the exception of two countries (Korea and Cuba) which have based their political orientation on a historical ideological position, most States throughout the world have adopted the democratic project. Moreover, it should be noted that new issues are emerging and each event that occurs even at very localized levels has repercussions at global level: this is the era of globalization, which does not abolish inequalities and rivalries, but globalizes them. There is therefore a nature of ubiquity of phenomena, events, plagues etc. This situation de facto plunges the world into a situation and a posture of urgency, inducing a crumbling of the ideolog-

ical debate which thus obliges a permanent posture of reactivity and rapidity.

The universalization of the democratic project in no way leads to a levelling out of values from both the political and economic points of view. Indeed, there is a striking disparity in the levels of performance in terms of democratic progress, a disparity which in no way prevents an evaluation of all States that claim to be democratic, using the same elements of assessment and evaluation (barometers, indicators, indices drawn up from a global point of view by institutions, research centres, think tanks, etc.).

While some states have managed to implement electoral processes that meet international norms and standards, others are struggling to ensure free and fair electoral processes, principles against which electoral processes are normally assessed.

In fact, several African states capitalize on imperfect electoral processes due to several factors starting from a lack of expertise, a conflictual electoral context, the repercussions and realities of a conflict system, a lack of consensus, bad interplay of actors, etc. Similarly, in the electoral field, the achievements are never irreversible or final, thus leading to a situation of fragility from a political point of view. The irregular evolution of the of the democratization processes has led to a kind of disillusionment and democratic disenchantment among African populations.

The book “The State of Democracy in the World in 2019”, produced by International IDEA, provides extensive information on the state of democracy on the African continent.

Indeed, even though:

- After Latin America and the Caribbean, Africa is the region where democracy has spread the most since 1975
- Government representativeness has improved on the African continent
- Democratic aspirations remain very strong
- Civil liberties are one of the most successful aspects of democracy in Africa.
- Elections have become widespread across Africa

**The fact remains that:**

- A large proportion of African States are still



considered undemocratic regimes

- Despite progress made in recent decades, the conduct of elections remains flawed in several African countries.
- In much of Africa, conflicts and civil wars complicate democratic consolidation.
- Several challenges hinder regional and national initiatives on gender equality in Africa
- Despite the expansion of democracy in the region, several countries have experienced significant setbacks in recent years
- The independence of the judiciary is one of the weakest democratic aspects in Africa.
- Africa is the region with the highest rates of corruption and the largest number of democracies with high levels of corruption.

From a development perspective, there have also been global initiatives, particularly since the 2000s, to frame development strategies in the face of the “transnationality” of vulnerabilities and the disparity in levels of political and economic development. Thus, under the leadership of the United Nations, the Millennium Development

Goals (MDGs) were drawn up which, after 15 years of implementation, have evolved into the Sustainable Development Goals (SDGs). These documents strongly influence the development policies and strategies defined within States.

Furthermore, the Human Development Index, carried out annually by the United Nations Development Programme (UNDP), which classifies States at world level according to their capacity to provide basic social services, particularly education, access to drinking water, etc., paints a bleak picture of the level of development of African States.

Over time, contexts evolve and new events emerge, influencing debates and political and strategic choices: fundamentalism, community and identity-based conflicts, radicalism, violent extremism, uncontrolled migration, circulation of small arms and light weapons, etc. Constantly, new problems emerge and challenge the actors involved in the permanent search for solutions.

Moreover, the emergence of a system of conflicts following the Libyan crisis has irradiated the whole of Africa. The consequences are multiple and multifaceted, plunging several regions of Africa into insecurity and structural instability and forcing States to develop strategies to combat and contain these security threats.

From a governance point of view, most of the indicators used by certain international institutions, research centres or laboratories classify African States among the least performing. The Corruption Perception Index, which annually ranks States according to their level of corruption, can be compiled following surveys of certain socio-professional categories.

Finally, the emergence of certain major problems impacting the policies and strategic orientations of actors and institutions should be noted:

- A migratory phenomenon that is difficult to control due to realities combining situational factors (security threats, poverty, etc.) and structural factors (crisis of the nation state, crisis of governance, low level of citizenship, failure of development policies, etc.).
- The prominence of environmental issues on the agenda of most development institutions
- The meteoric rise of digital technology, which is revolutionizing approaches to development and has a real impact on citizen dynamics of control of public

action, on the implementation of public policies, etc., has led to the development of new technologies. For example, in Africa, there are 362 million Internet users with a penetration of 29% for a population of 1.231 billion . Alongside cybercrime, we are seeing the emergence of a certain “cyber-citizenship” through citizen initiatives developed thanks to digital media, but also of “cyber-governance” based on the credible alternatives offered by digital technology for better efficiency in the management of public policies.

- Drug trafficking and human trafficking feed and enrich other security challenges and remain major issues because of the limits of territorial governance within African States.

- Finally, according to United Nations forecasts, the population of the African continent will increase from 1.2 billion in 2015 to 2.4 billion in 2050, i.e. a quarter of the world’s population. More than half of this population (around 70%) will be young people under 35 years of age . This constitutes a potential which, if badly or not exploited, can turn into several threats not only for the continent, but for the world because of a “transnationality” of threats and scourges.

Prior to the implementation of the new strategic orientations, discussions held and an in-depth analysis of the context in which ADISI - Cameroon operates during the strategic planning workshop made it possible to identify new strategic perspectives.

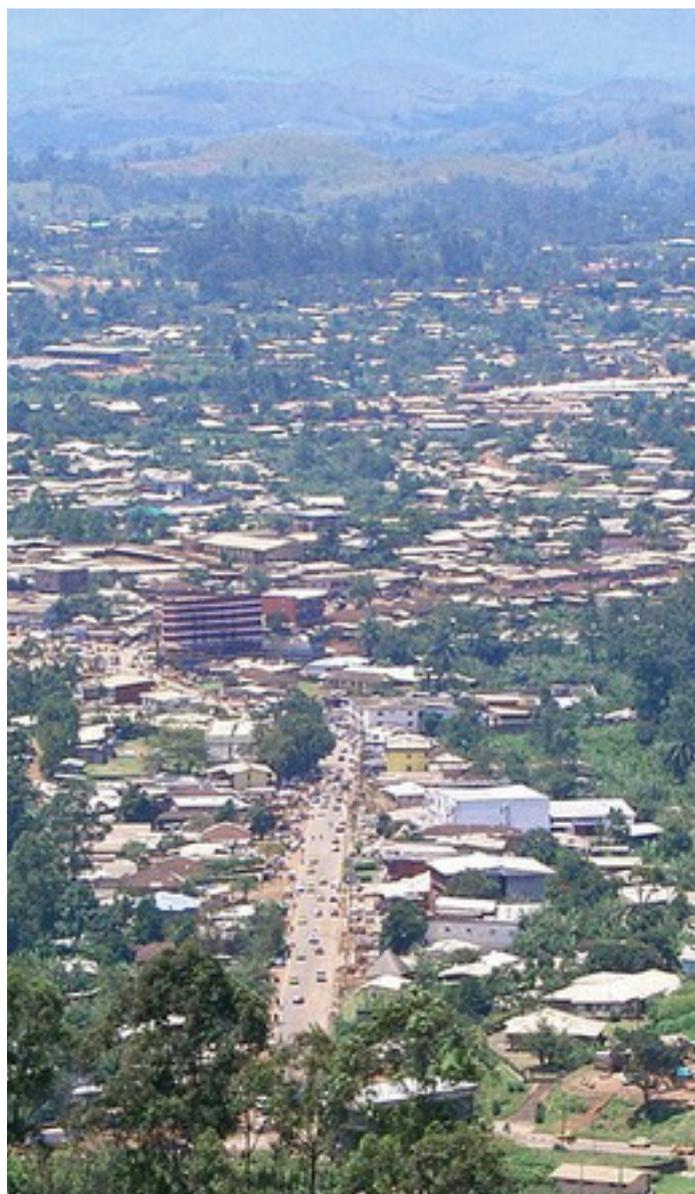
A diagnosis carried out on the basis of a survey of ADISI’s administration and some of its members made it possible to assess the level of efficiency of the institution both in the implementation of its actions, the perception that the stakeholders’ environment has of it, the overall cohesion from the human point of view, and in its capacity to provide relevant responses to the issues of the moment. This diagnosis shows that institutional and organizational capacity building is necessary to strengthen the dynamism of ADISI-Cameroon and to provide it with management tools that will enable it to ensure organizational governance commensurate with its national scope and its ambitions for the next five years.

Several recommendations made provide information on the situation of ADISI - Cameroon, its levels of managerial performance, its internal organization,

its management tools, its level of organizational efficiency, the relevance of the activities implemented.

Finally, it should be pointed out that the strategy of ADISI-Cameroon is embedded in several sub-regional, continental and global instruments for the promotion of citizen participation in political and peace processes:

- Sustainable development goals (SDGs)
- African Charter on Democracy, Elections and Governance (CADEG)
- African Youth Charter (AYC)
- UN Security Council Resolutions 1325, 2250 and 1850
- Protocol to the African Charter on Human and Peoples’ Rights on the Rights of Women in Africa (ACH-PR)
- The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
- Any relevant legal instrument for the promotion and popularization of human rights of the latest generation



# IV. STRATEGIC GUIDELINES



## Vision

A more open Africa where peace and stability reign for inclusive and sustainable development

## Missions

- To work towards the implementation of national, regional and global instruments for the promotion of good governance and human rights through the mobilization of dynamic and honest actors and networks.
- To influence public policies by providing reliable, scientific and credible information on new information and communication technologies (fact checking, open data, data journalism).

## Strategic Axes and Objectives

### Strategic axis 1

**Democracy, Governance,  
Human Rights and Electoral Processes**

*Strategic Objective 1:* Working towards the advent of democracy, good governance and human rights in Central Africa and Cameroon

### Strategic axis 2

**Digital Inclusion**

*Strategic Objective 2:* Promote inclusive digital governance and encourage the participation of women and young people in decision-making bodies based on a mastery of modern technological tools.

### Strategic axis 3:

**Emerging Themes: Green Economy and Migration**

*Strategic Objectives 3:* To participate in a better understanding of current emerging issues with a view to proposing sustainable structural responses in Africa  
Strategic axis 4: Strengthening ADISI's Organizational Capacities

ADISI, like all organisations with the same profile, faces many challenges related to the issue of institutionalisation. Thus, in order to set up an institution in line with the challenges set and the new strategic contours defined, it is important to carry out institutional reframing, on a participatory basis.  
Strategic Objective 4: Achieve a professional, strong and credible civil society organization at the service of an open and democratic society.

## 4. Fields of Intervention

Governance and Human Rights

Access to information (Open data, Data journalism)

Fact checking

## 5. Values

To fulfil its mission, ADISI relies on the following values:

Professionalism

Reliability

Transparency  
Inclusion  
Integrity  
Independence

- Civil society organizations
- Activists
- Government
- Local and regional authorities
- Journalists, bloggers
- Women
- Municipal councillors and local elected officials

## 6. Approaches

ADISI will adopt the following approaches to achieve its missions and strategic objectives:

- Open data
- Fact checking
- Data journalism
- Advocacy and Awareness Raising
- Training
- Research
- Civic tech (use of digital technology for citizen participation)

## 7. Theory of Change Retained

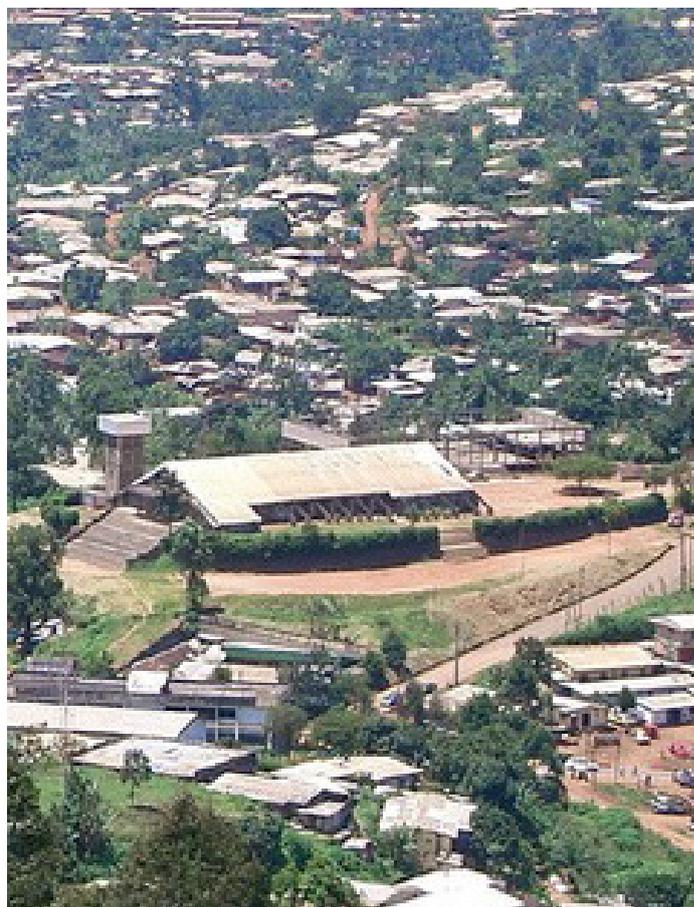
IF the citizens (especially young people and women) of the region are better integrated into the political and development processes, IF the potential of digital technology is optimally exploited for the benefit of transparency, good governance and human rights, IF a permanent dynamic of understanding of emerging issues is fostered, THEN sustainable development, democracy and stability can be achieved in Cameroon and more broadly in Central Africa.

## 8. Priorities

- Strengthening ADISI's institutional capacities
- Mobilization of women and young people for a better appropriation of digital tools
- Development of an effective resource mobilization plan
- Contribution to the appropriation of digital tools at all levels for better governance and respect for human rights
- Defining effective programmes
- Definition of new ADISI governance tools (Manual of Procedures)
- Reinforcement of ADISI coordination team through the recruitment of new resources

## 9. Targets and Beneficiaries

- Citizens (youth and others),



# V. IMPLEMENTATION STRATEGY



The implementation strategy is essentially defined with the aim of increasing the professionalism of ADISI - Cameroon. This professionalism will thus strengthen its credibility. Thus, ADISI - Cameroon will be able to benefit from a good image and therefore will demonstrate, if quality contents are proposed, a real capacity of mobilization. The mobilization of resources is to be understood in a global dynamic integrating several elements of which it remains a main determinant. Ultimately, for a good implementation strategy, it will be a matter of establishing a virtuous circle between the different dimensions of which resource mobilization will be an essential determinant.

The implementation of the ADISI-Cameroon strategy will be based on a few actions:

- coherent coordination,
- effective communication,

- organizational governance, including monitoring and evaluation that meets the organization's requirements,
- lasting partnerships and good networking,
- well-structured and motivated advocacy,
- supportive organizational development.

Coordination, communication, advocacy, monitoring and evaluation, partnership and organizational development will fuel resource mobilization which will in turn strengthen them.

## Coordination

For the next five-year plan, it will be necessary to define a mode of operation that takes into account the size of the organization, the new challenges, but also the context. Indeed, on the basis of its structure, ADISI-Cameroon will gradually strengthen and expand its Programme Department through the recruitment of staff who will be able to optimally take charge of the newly defined programmatic axes.

## Resource Mobilization

Resource mobilization remains an essential action in that it is linked to the survival of the organization and the achievement of the missions it has set itself. It remains the nodal point of the whole implementation strategy. All the other dimensions of the implementation strategy depend on it and feed into it at the same time.

The following principles have been understood and integrated by ADISI - Cameroon in its resource mobilization approach:

Resource mobilization is just a means to an end, the end being the realization of the organization's vision why strategic planning first focused on a review of activities and an update of the vision and mission taking into account the current context.

Resource mobilization is a team effort, and involves the institution's commitment to resource mobilization, acceptance of the need to mobilize resources; institutionalization of resource mobilization priorities, policies and budget allocation

Responsibility for the resource mobilization effort is shared by the Board of Directors, the President or Chief Executive Officer, and the Resource Mobilization

Unit.

An organization needs funds to raise other funds which motivates the choice made by ADISI to seek, through the Data Cameroon platform, a form of self-financing for part of its activities in a short / medium term perspective.

There is no miracle solution for mobilization. It requires a specific approach, expertise and overall dynamics. This is what ADISI - Cameroon intends to work on in the coming years.

Moreover, justifying the merits of a just cause is not enough to mobilize resources for its realization. It requires a coherent overall dynamic and, above all, a demonstration of usefulness and competence.

In the classic resource mobilization scheme, the relationship with technical and financial partners is based on three essential characteristics of the organization:

#### **Legitimacy:**

ADISI is aware of this because it has worked to establish legitimacy in its environment and with its state, technical and financial partners as well as with the beneficiaries/targets of its actions. Thus, through this strategic planning, which broadens its field of intervention and the spectrum of its targets and beneficiaries, ADISI seeks to strengthen and broaden its legitimacy, a prerequisite for effective and relevant resource mobilization.

#### **Transparency:**

good organisational governance is an essential prerequisite that reinforces the credibility of the organisation in that it enables it to equip itself with management tools and internal procedures for good resource management. This justifies the choice made by ADISI - Cameroon to set up a strategic axis dedicated to strengthening its institutional capacities.

#### **Accountability:**

Accountability is a follow-up to transparency, which allows for a financial and narrative inventory of achievements, resource allocation, use, etc., and is a key element of the accountability process. Thus, by striving to acquire management tools, ADISI Cameroon has a more professional perspective for optimal resource mobiliza-

tion.

However, since its creation, it should be pointed out that convincing results have been achieved in terms of resource mobilization. Several technical and financial partners have placed their trust in ADISI. Finally, it should be noted that collaboration with certain state institutions contributes to the legitimacy of ADISI, but also serves as an endorsement to other potential partners. In the resource mobilization strategy, ADISI - Cameroon will maintain this dynamics, deepening it.

#### **Advocacy and Communication**

These are two dimensions that follow and are intimately linked to resource mobilization. During the Strategic Planning workshop that led to the finalization of the 2020-2024 Strategy paper, one of the main conclusions was to adopt a communication strategy based on the strategic plan and to develop an advocacy strategy that will be upstream and downstream of the resource mobilization strategy. Taking into account the evolution of ADISI-Cameroon strategy, it will also be a matter of adapting the communication plan, structuring advocacy and acquiring new communication media.

#### **Monitoring and Evaluation**

Monitoring and evaluation is an activity that provides information on the level of technical management and implementation of activities from the action plan. Thus, monitoring and evaluation will be an important activity that will make it possible to gauge the level of implementation of the actions planned by the organisation on the basis of objectively verifiable indicators. This dimension meets one of the partners' strong expectations: the principle of accountability and reporting.

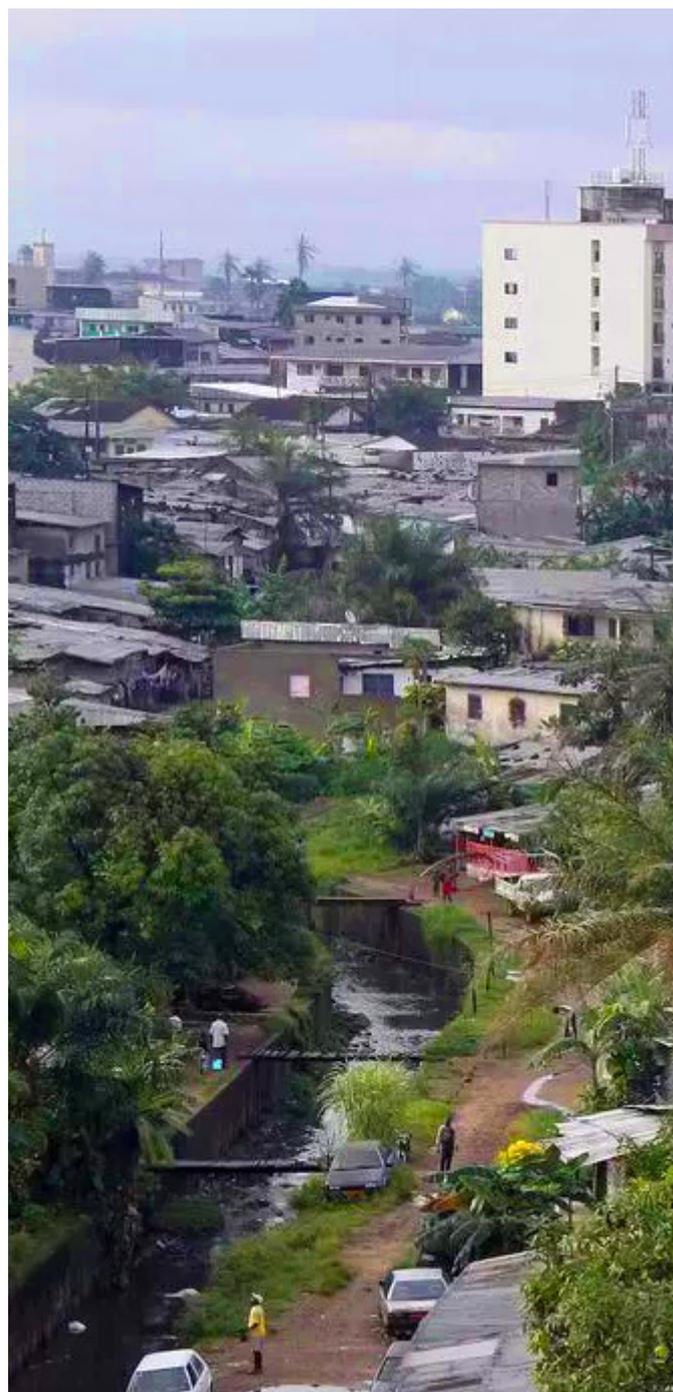
#### **Partnerships**

Within the framework of its activities, ADISI - Cameroon will develop strong and lasting partnerships. It has been able to convince of its legitimacy and its usefulness in relation to governance, access to information, freedom of expression, defence of human rights, etc. In this regard, the following initiatives will be carried out with a view to implementing the Five-Year Action Plan for the 2020-2024 period:

- Building partnerships with grassroots communities and young people
- Focusing on locations where ADISI has a strong experience and presence
  - Promoting a sub-regional approach
  - Contributing to young people's and women's access to consultation and decision-making bodies
  - Documenting and publishing the progress and achievements of beneficiaries and targets

ment of programme officers, a monitoring and evaluation manager, etc.).

- The development of a communication strategy including institutional communication tools such as a website, quarterly newsletters, annual reports, etc.



### Organizational Development

The diagnosis on organizational effectiveness carried out during the strategic planning workshop highlighted a pressing need for institutional capacity building in order to ensure the sustainability of ADISI. The aim here is to develop strategies to be implemented, to make interventions that contribute to the accomplishment of the mission of ADISI - Cameroon and ensure its sustainability. Emphasis will be placed on the following actions:

- The development of an organizational management system, its processes, its tools
- The design of a procedures manual
- Periodic review of the implementation of activities, the management of the organization
- Recruitment and capacity building of staff (strengthening of the programme department, recruit-