

## **Shelter Afrique unveils new five-year strategic plan.**

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**Nairobi, Kenya - January 31, 2023:** Pan-African housing development financier – Shelter Afrique has unveiled a five-year strategic plan to restore the Institution's performance, competitiveness, and value creation for the long term. Shelter Afrique unveiled the plan during a Ministerial and Board retreat in Nairobi, which was also attended by the Shareholders' Bureau represented by Zimbabwe, Nigeria and Rwanda who currently serve as President, First Vice-president, and Second Vice-President of the Bureau, respectively. Development partners such as the African Development Bank, and investment partners such as Actis, Mi Vida and Shapoorji Pallonji (India) were also in attendance. Side discussions were held with Bilateral partners such as CDC, now known as BII (British International Investment), one of the initial shareholders of the Institution.

The new 2023-2027 strategic plan, dubbed the 'New Dawn', is expected to position the Institution for growth through improved governance, operational and financial performance.

The plan focuses on building relationships with various stakeholders to deliver strong and impactful business performance based on a new corporate structure fit for purpose.

### **Refocusing the business**

Speaking at a retreat organised by the Institution in Nairobi to appraise the Board of Directors, shareholder representatives, and business partners, Shelter Afrique Chairman Dr Chii Akporji said the unveiling of the new strategic plan was an important milestone for the Institution.

"The new strategic plan that we have dubbed the 'New Dawn' has laid the foundations to refocus our business on growth and impact, while creating sustainable returns for our shareholders and all our stakeholders. It has the board's unanimous support and provides the Institution with a clear compass," Dr Akporji said.

Dr Akporji welcomed the new Managing Director and CEO, Mr Thierno-Habib Hann and thanked the board for showing a great sense of responsibility and collective support to the new leadership paving the way to "creating conditions necessary to enter this new phase confidently".

Echoing the Chairman, Shelter Afrique's new Managing Director and CEO, Mr Thierno-Habib Hann said it was imperative for the Institution to refocus, deliver and scale up, following the successful conclusion of its restructuring program.

"The past 20 years provided us with some vital lessons which have been critical in developing the new strategic plan – a plan centred on sustainable and competitive growth while delivering consistently and enhancing shareholder value." Mr Hann said.

Mr Hann added that the new strategic plan offers the Institution an impetus to focus more on clients, business performance, and staff; provides a framework for upscaling engagements with various stakeholders; offers a motivation to bolster the institution's corporate governance credentials; and creates the momentum to introduce new product lines.

“While driving Mobilization and Syndication, we will be focusing on four business lines, namely (1) Funded and unfunded lines of credit to financial institutions to finance housing solutions, (2) Project Finance for large-scale housing initiatives; (3) Affordable Housing PPPs structuring and (4) Thematic Housing Fund Management and Advisory Services. The new strategic plan envisages a streamlined approach, which allows us to reach the end users by establishing new product structures such as Employer Staff Housing Funds, Green/Resilient homes and Rent-To-Own financing”, Mr Hann explained.

### **New organisational structure**

The unveiling of the new strategy has necessitated the re-alignment of the organisation and the introduction of a new organisational structure and operating model designed to support the Institution's innovation, growth, and productivity ambitions for the next five years.

Effectively, the Institution has created new units which will focus the business on financial institutions, project finance, fund management, and public-private partnerships. Additionally, the Strategy, Policy, research and partnerships functions will also be driven from the CEO's office.

“We believe the new organisational model is central to the successful implementation of our new strategic plan as it will make us more agile and competitive, enhance client focus, unlock significant potential across the business, and drive value-creation through operational efficiencies,” Mr Hann concluded.

### **Notes to Editor**

#### **Shelter Afrique**

Shelter-Afrique is the sole pan-African housing finance and development finance institution established by African governments to address the need for a sustainable housing delivery system and related infrastructure projects in Africa. Shareholders include 44 African countries, the African Development Bank, and the African Re-Insurance Corporation.

The Institution's mandate is to provide advisory and financing through debt, quasi-equity, and equity to public and private institutions for housing and urban infrastructure projects in its member countries. Shelter Afrique builds strategic partnerships and offers various products and related services to support the efficient delivery of affordable housing and related commercial & social infrastructure. These include project finance, lending to Financial Institutions, equity investments & joint ventures, SME & Trade Finance for housing, and Gender, Climate friendly Green/Resilient housing.

The Institution offers practical advice and technical assistance to a wide range of industry stakeholders.

For more information, please visit <http://www.shelterafrique.org/>  
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