



AFRICAN UNION AGENDA 2063

A Shared Strategic Framework for Inclusive Growth and Sustainable Development

BACKGROUND NOTE

AUGUST 2013

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1. INTRODUCTION AND BACKGROUND

1.1 Background

The year 2013 marks the Golden Jubilee of the founding of the Organization of African Unity (OAU) in 1963; and Africans are commemorating fifty years of achievement of both the OAU and AU. The Sirte Declaration adopted in 1999 to establish the Africa Union, was based primarily on the realization that the original mandate of the OAU, to rid the continent of colonization was to a great extent fulfilled and that Africa needed new institutional arrangements to push forward its developmental and integration agenda.

In the 50th Anniversary Solemn Declaration of the Heads of State and Government of the African Union assembled to celebrate the Golden Jubilee of the OAU/AU¹, Africa's political leadership while acknowledging past successes and challenges, rededicated itself to the continent's development and pledged their commitment to make progress in eight key areas:

1. African Identity and Renaissance,
2. The struggle against colonialism and the right to self-determination of people still under colonial rule,
3. Integration Agenda,
4. Agenda for Social and Economic Development,
5. Agenda for Peace and Security,
6. Democratic Governance,
7. Determining Africa's Destiny, and
8. Africa's place in the world

They further pledged to integrate these ideals and goals in the national development plans and the development of the Continental Agenda 2063, through a people-driven process for the realization of the vision of the AU for an integrated, people-centred, prosperous Africa, at peace with itself.

The African Union Commission, working closely with the New Partnership for Africa's Development (NEPAD) Coordinating Agency (NPCA) and supported by the African Development Bank (AfDB), the United Nations Economic Commission for Africa (UNECA), is in the process of putting in place a continental agenda for the next 50 years as requested by the 21st Ordinary session of the Assembly of Heads of State and Government of the African Union, at Addis Ababa, 26 May 2013.

The objective of the Agenda is to develop Africa's growth trajectory for the next 50 years benefitting from lessons learnt over the last 50 years. The agenda will be developed within the context of the Union's 50th Anniversary celebrations and will be people-centered while embracing and continuing with the ideals of Pan Africanism.

In accordance with Executive Council Decision EX.CL/799 (XXII), the Agenda 2063 Framework Document is to be presented for consideration by AU policy organs in the January 2014 and the final Agenda 2063 for adoption in June 2014. Furthermore, it is envisaged that relevant issues pertaining to the implementation of the Framework for Agenda 2063 will be discussed during the

¹ 21st Ordinary session of the Assembly of Heads of State and Government of the African Union, at Addis Ababa, on 26 May 2013

proposed Ministerial Retreat to be hosted by the Government of the Federal Republic of Ethiopia at an appropriate time.

1.2 Purpose and Objectives of the Background Note

This note is designed to serve the following purposes:

- a) To provide a road map and reference to guide development of Agenda 2063 for the Commission, member states and all stakeholders involved
- b) To stimulate discussion on the nature and characteristics of Agenda 2063 and raise pertinent issues for consideration
- c) To outline the approach and methods of the African Union Agenda 2063 (or Agenda 2063 for short) development process and finally

1.3 Structure of the Note

The Note has four parts

- Introduction and Background
- Approach and Methods
- Management, Coordination and Reporting
- Work Plan

2. APPROACH AND METHODS

2.1 Some Key issues & Questions

The Agenda 2063 is a call for action and a strategic framework and roadmap to achieve continental development goals. It represents a collective effort and an opportunity for Africa to regain its power to determine its own destiny, and is underpinned by the AU Vision to build **an integrated, prosperous and peaceful Africa, an Africa driven and managed by its own citizen and representing a dynamic force in the international arena**".

However, there are several questions and issues that need clarification; some of which are discussed below. Providing satisfactory answers to these questions will facilitate common understanding of the goals and tasks by all stakeholders and will result in a well defined Agenda 2063.

1. *Agenda 2063: Need for clarification of what it is*

Questions raised in relation to this issue include:

- Is it a Vision for Africa that is being defined?
- Or is it an Action Plan?
- Or is it both?

Agenda 2063 incorporates an Action Plan for the realization of the AU Vision. It is a call to action to all segments of African society to work together to build a common future and destiny based on the AU Vision.

The Vision of the African Union defined above remains relevant and will be the guiding beacon for Agenda 2063 and the continent in the foreseeable future. Agenda 2063 will translate this vision into concrete milestones and targets enabling Africa to remain focused and committed to the ideals envisaged. Such a long-term framework is particularly necessary in the context of a rapidly changing world

2. Why a 50 Year Agenda?

A 50-year time span is, undoubtedly, an extremely long planning horizon. Is this a realistic choice? How can one comfortably plan in the context breath-taking changes globally and within the continent? What are the benefits of such long-term planning? These are some of the fundamental questions raised by many people.

The choice of a 50 year time must be understood for its symbolic significance, within the context of the 50th Anniversary of the establishment of the OAU and the need for the continent to take stock of its past challenges and achievements and set its long-term vision and goal to be realized when the AU will be marking centenary celebrations of the OAU.

In operational terms, the Agenda 2063 could for example be a rolling plan with short (10years), medium (10-25 years) and long-term (25-50 years) timeframes.

3. Agenda 2063 - Why is it opportune now?

This new effort to envision Africa's long-term development trajectory is a novel development model for Africa and timely for the following reasons:

- (i) Changing global context. Globalization and the information technology revolution have provided unprecedented opportunities for countries and regions with the right policies to make significant advances and lift huge sections of populations out of poverty, improve incomes and catalyze economic and social transformations. In addition, most African economies now have in place sound macro-economic and market-oriented economies which have spurred growth, trade and investment expansion.
- (ii) Building on the NEPAD experience. National, regional and global efforts made to implement NEPAD, unseen during the LPA and the Abuja Treaty, have enabled AU to build institutions (e.g., APRM, etc.), demonstrate unprecedented commitment to implement agreed agenda, generate valuable lessons that present strong foundation for Agenda 2063. Indeed, Agenda 2063 is a logical and natural continuation of NEPAD and other initiatives.
- (iii) A more united and strong Africa. Africa today is more united a global power to reckon with, capable of rallying support around a common agenda and speaking with one

voice with demonstrated strong capacity to negotiate and withstand the influence of forces that would like to see it divided.

- (iv) Strong and well functioning regional institutions. Africa's regional institutions have been rationalized and the eight officially AU recognized Regional Economic Communities (CEN-SAD, COMESA, EAC, ECCAS, ECOWAS, IGAD, SADC and UMA) are today strong development and political institutions that citizens' can count on and Agenda 2063 can stand on.
- (v) New development and investment opportunities. Africa today is faced with a confluence of factors that present a great opportunity for consolidation and rapid progress. These include:
- Unprecedented positive and sustained growth trajectory of many African countries resulting from sound macro-economic policies and strategies
 - Significant reduction in violent conflict, increased peace and stability, coupled with advances in democratic governance.
 - Prospects for a rising middle class, coupled with the youth bulge, which can act as catalyst for further growth, particularly in the consumer sectors and services
 - The change in international finance architecture, with the rise of the BRICS (Brazil, Russia, India, China and South Africa) and improved flows of Foreign Direct Investment (FDI)

These new factors constitute a unique opportunity for Africa to capitalize upon. However, success depends upon acting in unity, transparency, willingness and capability to assess performance and correct mistakes and build on successes, placing citizens' first, and sound governance and values.

4. What is the added value of Agenda 2063 and how does it take account of past and ongoing policies and programmes at national, regional and continental levels?

Agenda 2063 should be seen as a new phase in efforts by Africans to catalyze development of the continent and strengthen African integration and unity. It aims to build upon the achievements and draw lessons from earlier efforts such as the Lagos Plan of Action, the Abuja Treaty and the NEPAD to address new challenges faced by the continent, in the short, medium and long-term. The guiding principle therefore is continuity of actions, drawing appropriate lessons and building upon what has worked in the past. A major issue is how to do things better and bigger.

Thus, Agenda 2063 should be seen as a unique opportunity to recreate the African narrative by putting it into perspective to enthuse and energize the African population and use their constructive energy to set and implement an achievable agenda for unity, peace and development in the 21st century. The thrust of Agenda 2063 is a program of social, economic and political rejuvenation that links the past, present and the future in order to create a new generation of Pan Africanists that will harness the lessons learnt and use them as building blocks to consolidate the hope and promises of the founding parents for a true renaissance of Africa.

In this regard, a starting point for development of Agenda 2063 is a stock-taking of performance of national, regional and continental plans and programmes, particularly NEPAD in order to use them

as building blocks for the agenda, while learning from past mistakes and identifying best practices/successes.

Agenda 2063 is expected to be a source of inspiration for development of national and regional sustainable development plans.

5. How would strong political commitment for Agenda 2063 be sustained over the long-term?

Through the Solemn Declaration adopted by the 21st Ordinary session of the Assembly of Heads of State and Government of the African Union at Addis Ababa, on 26th May 2013, African political leadership at the highest level, pledged to commit itself to long term national and continental development strategic planning and implementation. This is an encouraging starting point which needs to be capitalized upon. It provides the entry point to translate political statements and commitments into mechanisms for concrete action, and also provide the means to track and verify progress and facilitate timely decisions on corrective measures.

Additional measures that can be taken could include: designation of national focal points for Agenda 2063, integrating Agenda 2063 milestones/targets into national planning frameworks, as well as through regular updates on Agenda 2063 to cabinet retreats and to National Assemblies/Parliaments.

6. What are some of the critical success factors to be factored in the conception, design and implementation of Agenda 2063?

Apart from the strong political commitment stated above, other factors include the following:

- (i) Firstly, participation and inclusion of all stakeholders in the conception, design, implementation and monitoring and evaluation of Agenda 2063 is a critical success factor. This will enhance awareness, ownership and knowledge of Agenda 2063 objectives and purpose and strengthen collective commitments. Thus Agenda 2063 must be fully participatory and be owned by all the continents stakeholders – the whole continent must be part of it to rekindle the spirit of working together to forge the destiny of the continent – the engagement of women and the youth in particular is critical.
- (ii) Secondly, ensure a results-based approach with concrete targets that are measurable and can be tracked and monitored;
- (iii) Thirdly, ensure that while providing a general framework and a common set of goals and targets, Agenda 2063 also takes account of Africa's diversity and defines trajectories and addresses issues related to this diversity.
- (iv) Fourthly, Agenda 2063 must be seen as a part of the African Renaissance which calls for changes in attitudes, values and mindsets to inculcate the right set of African values. Therefore, the issue of values (discipline, focus, honesty, integrity, an ethos of hard work) needs to be addressed if Agenda 2063 is to be different and be successfully implemented. Agenda 2063 provides the opportunity for Africa to break away from the syndrome of "always coming up with new ideas but no significant achievements".

2.2 Overall Process & Methods

The overall Objective

The overall objective of the Agenda 2063 exercise is to develop a plan which will chart Africa's development trajectory over the next 50 years. Agenda 2063 will clearly delineate the roles of each stakeholder such as RECs, Member States, Civil Society and private sector. It will benefit from experiences of previous plans such as the Lagos Plan of Action, the Abuja Treaty and NEPAD etc. It is expected that a dedicated implementation of the plan will significantly transform the continent.

Specific Objectives

Key specific outputs of the exercise are as follows:

- Develop a **Strategic Framework** that ensures **prioritization, coherence and focus** on achieving the Vision of the AU;
- Conduct review exercises in order to establish baseline information and develop **targets and milestones** to be achieved over a **medium to long term** period with a clear **implementation plan** that facilitates the roll out of the strategy
- Develop an implementation mechanism that is underpinned by a strong **knowledge management system** that enhances the quality of delivery through cutting edge research, innovation and codification of ground breaking experiences, promote sharing of experiences and learning from each other; communities of practices;
- Develop a **monitoring and evaluation system** that ensures the achievement of the results on the basis of clear targets, benchmarks, milestones and or indicators through regular performance assessments and evaluation reports.

Values & Principles

The following values and principles will apply in the process of developing the plan, namely, that:

- The process of developing the long term strategy shall be participatory and citizen - led involving AU Organs, the NPCA and RECs consistent with the values articulated in the Constitutive Act including civil society and private sector;
- Strategic Partners such as the AfDB and UNECA shall be closely associated to provide technical support on areas of their competence.
- The strategy shall build on existing plans and policy frameworks and programmes at the continental and regional levels. It shall include a critical review of frameworks such as the Lagos Plan of Action, the Abuja Treaty, NEPAD and Strategic Plans of Regional Economic Communities.

- Emphasis shall be placed on promoting a result based system that focuses on developing quality inputs into the policy making and implementation processes, promote innovation, mutual learning and sharing of experiences by Member States and RECs.
- The continental strategy shall address the political and socio-economic development challenges, including governance, peace and security; foster regional integration and development, and promote the empowerment and integration of women and youth in the economic and socio-political development processes.

Key Steps

Development of Agenda 2063 will pursue a multi-track approach:

- (i) Ensuring sustained political support at all levels – national regional and continental level. Already a start has been made with the 50th Anniversary Solemn Declaration made by the Assembly of Heads of State and Government in May 2013. This has to be cascaded to the lower levels – namely, regional bodies, national assemblies and municipalities/local governments.
- (ii) A participatory process centered around a series of “conversations” with broad strata of African society, including the Diaspora, in order to solicit and analyze their views on their aspirations for Africa and defining the Africa they want to see in 50 years. Particularly emphasis must be placed on youth (who will be the implementers of the vision) and women whose untapped potential represents an enormous reservoir of energy to propel Africa’s development.
- (iii) Technical process involving assessments and studies, priorities and goals setting and crafting implementation mechanisms which will cover the following:
 - Definition of baseline conditions which will inform the situational analysis and trends analysis. Situational analysis and baseline assessments to provide elements of the Agenda and inputs into the M&E framework. Given that the world around Africa would not be static but also changing, one needs to understand global mega trends and their key drivers.
 - Scenario planning to distil the opportunities, threats, weakness and strengths facing African societies and economies.
 - Review of past and ongoing strategies and plans at national, regional and continental levels to identify lessons and best practices, as well as select those that will constitute the building block of the Vision 2063;
 - Review of long-term strategies and programmes of the African Union Commission (AUC) and NEPAD and consultations to assess how they can be integrated into the Agenda 2063.

The outcomes and outputs from these activities will help frame the vision and the action agenda. The steps will entail the following:

- The conduct of a situational or diagnostic analysis to review the state of play in the economic, political and social development arena. The aim is to assess the

situation on the ground, identify key internal and external challenges and opportunities; identify drivers for socio-economic transformation as well as potential policies and strategies to be pursued.

- This phase should also entail a review of previous and existing Strategic Plans/ Frameworks of all AU Organs, RECs and the NPCA, to identify commonalities, overlaps and gaps. Particular attention should be on lesson learned, especially in the implementation of the Lagos Plan of Action, Abuja Treaty, NEPAD, as well as national and regional plans.
- This should be followed by an outline of the key goals, headline strategic objectives, and priorities to be pursued in order to address the key challenges identified in the previous step.
- Some scenario planning as well as prospective analysis (projecting Africa into the future, say 50 years) should also be conducted as the next step.
- Baseline studies should be undertaken as necessary to facilitate monitoring and evaluation at the Plan's implementation stage.

Other activities to be carried out include the development of a communication strategy right at the onset of the exercise to facilitate citizen participation in the process as well as information collection and dissemination; stakeholder analysis; detailed program development; the delineation of roles and responsibilities among the key stakeholders; drafting of the monitoring and evaluation framework, and the drafting of the implementation plan.

2.3 The Consultation Process: Mechanisms and Outcomes

The 50th anniversary Solemn Declaration specifically calls for development of Agenda 2063 through a people-centered process. Africa, including the Diaspora, needs to get excited and involved in this project. It is particularly important to get the views of young people, who are going to be responsible for implementing the vision 2063, to assume a leading role in shaping it, and in charting the future course and destiny of the continent and its people.

At their meeting in Addis Ababa in May 2013, the Executive Council of the African Union took a decision to encourage the African Union Commission, in collaboration with the African Development Bank and the United Nations Economic Commission for Africa to continue refining the draft Framework document for the development of Agenda 2063 through a consultative process involving all segments of African society. Pursuant to this decision, the Commission together with the NPCA has lined up a series of consultative and brainstorming meetings scheduled to take place across the continent. The meetings are a continuation of year-long 50th Anniversary celebrations of the Union where citizens continue to debate on a range of issues, from regional integration to peace and security, the African identity, economic transformation, Africa's search for prosperity and self-reliance; to questions of governance, social inclusion, gender equality and Africa's place in the world. The meetings will bring together eminent personalities who will make presentations with a view to stimulating debate around certain topics diverse number of issues – see Annex:

The consultation process will be undertaken between August and October 2013 and its findings will be a major input into the draft framework document. The Agenda 2063 document will be tabled before the AU Executive Council and the Assembly in January 2014. The draft Agenda 2063 will then be presented for endorsement by the same AU Organs in June 2014.

Objectives of Consultations

The objectives of the consultations, include the following:

- a) Get people's insight of the Africa they want in 2063
- b) Inspire African citizens, its institutions on the continent and the Diaspora into participating fully and providing support leading to the development of African Union Agenda 2063
- c) Gather inputs for the finalization of the Agenda 2063 draft Framework paper for consideration by the AU Policy Organs
- d) Validate the critical issues that will influence the continent's transformation such as the drivers of change as well as enablers.
- e) Determine how Africa should resource its transformation in terms of domestic resource mobilization as well as build capable public and private institutions.

Expected Outcomes

Upon completion of the consultations, it is expected that:

- a) Draft Agenda 2063 Framework will be finalized with inputs from all constituencies consulted;
- b) African citizens on the continent and Diaspora will understand and begin to own the African Union Agenda 2063 process; .
- c) AU Commission will be empowered to coordinate and drive with confidence the Agenda 2063 preparation process.

Stakeholders to be consulted

During the period leading to the development a draft framework paper the AU Commission will consult the following stakeholders:

- a) RECS and AU Organs
- b) Technical experts from Member States' Ministries of Planning and Economic Development
- c) Technical Experts from the Academia and Think Tanks
- d) Civil Society
- e) Women and youth
- f) Private Sector
- g) Faith-based and cultural organizations
- h) Africans in the Diaspora
- i) Africa's Eminent Persons

- j) Former Heads of State and Government
- k) African Media
- l) Others – through web-based consultations

Methodology

The consultations will be in the form of meetings, workshops, and panel discussions. There will be a leading discussant whose role will be to initiate debate. This will be followed by a panel and open discussions. Breakaway groups will also be constituted to allow for an in depth discussion on where each group wants to see Africa in 50 years and how to get there. Each consultative meeting will be in three parts:

- a) First session will look at how Africa fared with implementation of current AU Frameworks. The discussions will focus on what worked and what did not. It will also include drawing lessons from implementation of these frameworks with a view to using them when forging the future
- b) Second session will dwell on the Africa we want in 2063. The discussion will center around key focus areas to be considered when developing the Agenda, how to get to the Africa we want, milestones/targets to achieve, the key drivers and enablers to be considered when charting the future.
- c) Third session will be group work. This will allow for an in-depth discussion around issues identified in a) and b) above.

In organizing these consultations, attention will be paid to the following to enhance their utility and chances for success:

- Define expected outputs for each consultation
- Ensure participation of the right people for each consultation
- Have a well defined structure and identify critical issues to be addressed
- Clarity on how the product will contribute to Agenda 2063 formulation

For each session there will be a facilitator whose role will be to make participants understand the objectives and expectations of the meeting, and assisting them to achieve a particular position. Discussions in these meetings will be conducted in two languages, French and English.

Results of the plenary discussions and of breakaway groups will then be collated and form an input into the draft Framework Paper and into the Agenda 2063 itself.

Consultations will kick-off with planning meetings involving RECs, NPCA, and other AU Organs to agree on the overall process and approach. These meetings are meant to mobilize their support and clearly delineate their roles in promoting and championing the objectives and intentions of Africa to have its own agenda, tell its own story, and define its growth trajectory. Further, the

Commission at these meetings will also seek the support of the RECs to help trigger debate within their regions on African Union Agenda 2063.

Coordination

Coordination of the consultation meetings will be led by the AU Commission's Directorate of Strategic Policy Planning, Monitoring and Evaluation, and Resource Mobilization (SPPME-RM) supported by the NPCA, and in collaboration with some departments of the Commission who are directly in touch with certain stakeholder groups. These are departments of; Economic Affairs, Civil Society and Diaspora (CIDO), and Office of the Secretary General. Preparations for the meetings will be done jointly with these departments.

There will also be a strong collaboration with service departments of the Commission such as; Protocol, Administration, Human Resources and Management (Procurement), Conference Services, Finance, Office of the Chairperson and Office of the Deputy Chairperson.

3. MANAGEMENT, COORDINATION AND REPORTING

3.1 Management

In line with the decision of the Executive Council made in July 2012, authorizing the Commission to start the process of preparing the AU-wide Strategic Plan, this exercise is led by the Chairperson of the Commission, who has delegated the day-to-day oversight responsibility to Commissioner for Economic Affairs.

In the spirit of the Council decision mentioned above also authorizing the Commission to seek technical, financial and material support from Member States, Strategic Partners (UNECA and ADB), and Development Partners, the AUC Chairperson is working in close collaboration with the President of the ADB and Executive Secretary of UNECA in providing overall policy guidance and leadership to the process.

The three Principals are supported technically by a Team of Directors responsible for Strategy Setting and Policy formulation, one from each Institution. This team of Directors is collectively responsible for the day-to-day execution of the task and ensuring that technical inputs of their respective institutions are mobilized and deliverables are achieved in accordance to agreed timelines. The Team of Directors is also charged with ensuring that the Principals are regularly updated and called upon to provide guidance as major milestones are achieved.

As the technical and implementing arm of the Union, the **NEPAD Planning and Coordinating Agency (NPCA)** is closely involved throughout the exercise at both the technical and policy levels. In other words the NPCA CEO shall work closely with the three Principals of the AUC, AfDB and UNECA in providing overall policy guidance and leadership. A senior officer from the NPCA has been designated to work closely with the technical level Directors.

As the building blocks of the Union, **Regional Economic Communities** are closely associated with the process and actively participated in a workshop with AU Organs to brainstorm on the

approach, content and roadmap for the Union-wide Plan development process. The role of RECs is detailed below, whereby the Chief Executives form part of a High Level Advisory Panel which is supported by a team of Directors responsible for strategy and policy setting (from AU Organs, RECs, AfDB and UNECA). Other Directors from RECs (thematic level) will participate and provide technical inputs in Thematic Working Groups as indicated below.

3.2 Coordination

Political Level

The **AU Permanent Representatives Committee (PRC)** will exercise overall political oversight by receiving and providing guidance on progress reports and recommendations from the Core Advisory Team described below. Its **Sub-Committee on Programmes and Conferences** shall closely follow the process and act as a clearing house for the PRC.

Policy Level

A **High Level Advisory Panel** comprising the Chairperson of the AUC, Heads of other AU Organs, Chief Executives of Regional Economic Communities, President of AfDB, Executive Secretary of UNECA and CEO of NEPAD shall be established. Its primary function is to receive, review progress reports and deliverables, and make recommendations to the PRC when major milestones have been achieved. The recommendations of the High Level Advisory Panel shall be submitted to the PRC through the Chairperson of the AU Commission.

This Panel shall be supported by **Directors** from the respective Institutions (AUC, AU Organs, Regional Economic Communities, AfDB, UNECA and NEPAD Agency) who shall be associated to the process and act as a clearing house.

A **Core Advisory Team** comprising the Chairperson of the AUC, President of AfDB, Executive Secretary of UNECA and CEO of NEPAD shall provide overall leadership and guidance; receive progress reports and deliverables from a Technical Team of Directors. This Team shall make appropriate recommendations to the High Level Advisory Panel through the AUC Chairperson.

Consultative Level

To ensure the inclusion of all stakeholders and solicit inputs into the exercise, a **Reference Group** shall be established comprising a wide range of participants such as the Bureau of the PRC, the Bureau of the PRC Sub-Committee on Programmes and Conferences, civil society representatives, the private sector, women and youth groups, academia, research institutions, think-tanks, groups of multi-disciplinary eminent persons, and Development Partners.

Technical Level

A **Core Technical Team** is the main working body of the process and will comprise four Directors charged with strategy and policy Formulation, one each from AUC, AfDB, UNECA, and the NPCA. This team is collectively responsible for the day-to-day execution of the task and ensuring that technical inputs of their respective institutions and other stakeholders are mobilized and deliverables are achieved in accordance to agreed timelines. The team is also charged with ensuring that the Core Advisory Team of Principals (CEOs) is regularly updated and called upon to provide guidance as major milestones are achieved.

Thematic Level

A number of **Thematic Working Groups** (e.g. agriculture, food and nutrition security) will be set up comprising relevant sectoral ministries, Directors from the AUC, RECs, NPCA, AfDB, and the UNECA. The nature of the Working Groups will depend on, and reflect the priority areas the Strategic Plan will be addressing. These Groups will be charged with coordinating and providing technical inputs on the various sectorial/thematic issues. They will submit and report to the Core Technical Team.

There shall also be **other technical working groups** on Monitoring and Evaluation, Sustainable Sources of Financing and other relevant issues, set up as necessary.

The meetings of the Working Groups shall be convened as needed. Each of the working groups shall set up their own secretariat. Overall coordination will be provided through the coordination office of the Department of Strategic Planning of the AUC.

Secretariat

The development of the Union-wide Strategic plan shall be coordinated by the **Directorate of Strategic Planning (SPPME-RM) of the AU Commission** who will set up a Special Coordination Office for this purpose and who will work in close collaboration with all the other Departments of Strategic Planning and Policy Formulation of the NPCA, other AU Organs, RECs, AfDB and UNECA.

Other AUC Departments will take charge and lead the process of stakeholder consultations and thematic reviews in their domains of competence and responsibility. They will in particular provide leadership to the Thematic Working Groups mentioned above.

3.3 Deliverables and Reporting

The following reports shall be produced:

- **Issues Paper** containing a situational analysis that clearly articulates the internal and external challenges as well as opportunities for Africa's socio-economic transformation. This paper shall also contain a review of past frameworks such as the Lagos Plan of Action, Abuja Treaty and NEPAD, with emphasis on lessons learned and what Africa can do differently to accelerate

socio-economic transformation. It shall also clearly articulate Africa's Vision for the next 50 years; identify potential drivers for socio-economic transformation; synthesize coherent policies and strategies; and explore potential sustainable financing mechanisms. This paper should be ready by the end of March 2013, for consideration by the **Core Advisory Team** and the **High Level Advisory Panel** in early April.

- **Framework Document** outlining the vision, key goals/headline strategic objectives, outcomes and priorities to be pursued over the next 50 years. The Framework Document should be ready by Mid-April for consideration by the **Core Advisory Team, the High Level Advisory Panel, the Sub-Committee on Programmes and Conference, PRC, Executive Council and the AU Assembly in May 2013.**
- **Draft African Union Agenda 2063** based on the Framework Document, containing detailed strategies, indicators and programmes. This document should be ready by end October, for validation by the **Reference Group** and other constituencies. It shall then be presented for consideration by the AU Policy Organs in January 2014 through the **Core Advisory Team** and the **High Level Advisory Panel.**
- **Implementation Plan** containing clear 5 year milestones, what needs to be done, by who, among the stakeholders, and by when. This document should be ready by Mid-November, for validation by the Reference Group and other constituencies. It shall then be presented for consideration by the AU Policy Organs in January 2014 through the Core Advisory Team and the High Level Advisory Panel.
- **Monitoring and Evaluation Framework** which includes clear benchmarks, standards and targets upon which the African Union Agenda 2063 will be monitored for impact. This document should be ready by end October, for validation by the Reference Group and other constituencies. It shall then be presented for consideration by the AU Policy Organs in January 2014 through the Core Advisory Team and the High Level Advisory Panel.
- **Regular Progress Reports containing** updates on the exercise for review and guidance by the **Core Advisory Team.**

4. WORK PLAN

The work plan is attached in annex 2.

CONCLUSION

Developing, implementing and monitoring Agenda 2063 will indeed be a daunting task that will engage the full energies of Africa and her citizens. However, it is a goal well worth struggling for and if successfully done will enable the continent to take her rightful place and status on the world stage. The march towards economic transformation, integration and unity is a relentless reality of modern times, and it is even more important for a continent such as Africa, the nations of which have a protracted struggle against colonialism, foreign domination, poverty, and

underdevelopment. The continental Agenda 2063 will make an important contribution to regaining that dignity and restore the spirit of the African renaissance.

Annex 1: Defining Agenda 2063: Some Key Questions for the Multi-stakeholder Consultations/Introduction to Website Consultation on Agenda 2063

The Heads of State and Government of the African Union (AU) in its 50th Anniversary Solemn Declaration, while acknowledging past successes and challenges, rededicated itself to the continent's development and technological transformation. It pledged to:

- Accelerate the African Renaissance through integrating principles of Pan Africanism in all policies anchored in our belief in common destiny and shared values.
- Continue the struggle against colonialism and support the right to self-determination of people still under colonial rule.
- Implement the Continental Free Trade Area to ultimately establish a united and integrated Africa;
- Develop Africa's human capital as the continent's most important resource; eradicate disease especially HIV/AIDS, Malaria and Tuberculosis; take ownership of use and develop natural resources, and make development responsive to needs of the people;
- Eradicate recurrent conflicts through addressing the root causes of these conflicts
- Anchor African societies, governments and institutions on respect for the rule of law, human rights and dignity, popular participation and democratic governance;
- Determine Africa's Destiny through taking ownership of African issues and providing African solutions to African problems;
- Continue the global struggle against all forms of racism, discrimination, and expressing solidarity with oppressed countries and peoples.

The AU Summit further pledged to integrate these ideals and goals in the national development plans and the Continental Agenda 2063 for an integrated, people-centred, prosperous Africa, at peace with itself.

The AU Summit mandated the Chairperson of the African Union Commission (AUC) in collaboration with the UN Economic Commission for Africa (UNECA), the African Development Bank (AfDB) and the NEPAD Agency to develop Agenda 2063 through a people-driven and extensive consultation process.

You are an important player in the Agenda 2063 formulation. Please tell us your views by answering the following questions:

A: Please tell us about yourself

Circle the one applicable to you:

Age: 15-25 years 25-40 years 40-60 years Above 60
Years

Education Level: High School Vocational Training
College/University

Gender: Male Female

Country of Residence:

B: General Questions for All Respondents

1. What are your aspirations for Africa or what kind of Africa do you want to see in the:
 - a) Next 10 years
 - b) Next 25 years
 - c) Next 50 years?

2. List 3-5 priority actions/policies governments, regional bodies and other actors should undertake to realize these aspirations in the:
 - a) Next 10 years
 - b) Next 25 years
 - c) Next 50 years

3. List 3 key challenges and 3 opportunities for Africa to realize these priorities

4. What values do you think are important to ensure successful implementation of Agenda 2063 and the African Renaissance?

5. What do you see as your role?

C: Optional Questions

1. Africa's economic performance over the last two decades has been impressive. The continent has grown at an average rate of 5% over the last two decades and continues to grow. Africa survived the financial crisis and is on a positive growth trajectory. However, this growth has not been inclusive, with poverty still rampant on the continent, income inequalities increasing and social services lacking. **What measures should be undertaken to ensure inclusive growth in Africa? How can Africa maintain this level of growth for the next two or three decades?**
1. Despite growing at an average of 5 percent the continent has not attained the required transformation. The continent still remains an exporter of raw materials with minimum value addition and beneficiation. **What, in your view, should be done to transition Africa from the commodity producer/exporter trap and improve the structural transformation of the continent?**
2. Looking forward to the next 50 years, **what do you think will be the key drivers of Africa's growth and transformation?**
3. Over the last 50 years most African countries have relied on aid as a source of financing their development. This trend is likely to change in the next few decades in the light of global developments. **What strategies should Africa pursue to encourage domestic resource mobilization to finance its development?**
4. One of the African Union's aspirations is to play a meaningful role in the rest of the world. Given developments on the African continent in relation to the rest of the world, **what policy responses can the African Union Commission develop to play a greater role in the global arena?**
5. Over the last 50 years, although Africa recorded progress in economic and social development, and improving the status of women, the continent has not yet realized the dream of a prosperous continent that embodies gender equality and women's empowerment. **What strategies should Africa develop to place women's political and economic emancipation at the heart of the development discourse?**

Annex 2: Proposed Road Map for the development of AU Agenda 2063

Phase	Activity	Milestone/ Deliverable	Timeframe
1	Undertake situational analysis to identify issues, challenges and opportunities (both internal and external). On the basis of this, develop a draft issues/framework document clearly identifying key drivers for socio-economic transformation and milestones towards the achievement of Agenda 2063.	Situational Analysis/Issues Paper/Zero Draft Framework Document	Jan-March13
2.	Solicit comments/Inputs from AUC/AfDB/UNECA and other Stakeholders	Revised Draft Issues Paper/Framework Document	April/May 13
3.	Prepare progress report on AU Agenda 2063 development process for consideration by AU Policy Organs	Progress Report on the Development of AU Agenda 2063	May 13
4.	Stakeholders consultations on Draft Framework Paper	Comments/Inputs	Sept-Oct 13
5.	Retreat for AUC Commissioners and Directors with NEPAD Heads of Division	Clarified roles and responsibilities	2 nd wk Sept,13
6.	Commence Scenario Analysis, Prospective Analysis, Baselines, identifying strategies, programmes and indicators in detail.	Document with scenario analysis, prospective analysis, baseline, and proposed strategies and programmes	1 st wk Oct 13
5.	Outline key goal, priorities, outcomes, milestones and indicators	Draft Framework Document containing, overall goal, priorities, outcomes, and milestones and indicators	1 st wk Nov 2013
6.	Translation of Draft Framework Document	Draft Framework Document in all 4 AU	2 nd wk Nov2013

Phase	Activity	Milestone/ Deliverable	Timeframe
		Official Languages	
7.	Transmit Draft Framework Document to Members States	Document received by all Member States	4 th wk Nov 2013
8.	Presentation of Draft Framework Document to Sub-Committee and the PRC	Recommendations to the Executive Council	2 nd wk Dec 13
9.	Transmit Revised Draft Framework Document to Members States	Document received by all Member States	2 nd wk Dec 13
10.	Presentation of Framework Document to the Executive Council and Assembly	Approval of Framework Document	Jan 14
11.	Commence preparation of the Agenda	Draft Agenda	Feb–March 14
13.	Development of a Monitoring and Evaluation Framework	Draft M&E Framework	Feb – March 14
14.	Development of an Implementation Plan	Draft Implementation Plan	Feb-March 14
	Stakeholders consultations on the Agenda	Comments/Inputs	April –May 14
15.	Convene continental validation workshop(s) on Draft Agenda, M&E Framework and Implementation Plan	Comments/Inputs	1 st wk May 14
16.	Presentation of Draft Strategic Plan, M&E Framework and Implementation Plan to Sub-Committee and the PRC	Recommendations to the Executive Council	May 14
17.	Presentation of Strategic Plan, M&E Framework and Implementation Plan to Executive Council and the Assembly	Approval	Jun 14
18.	Popularization of the Agenda	Agenda popularized	Jul – Sept 14