African Union

AUDA-NEPAD
AFRICAN UNION DEVELOPMENT AGENCY

AFRICAN UNION HANDBOOK ON CITIZEN ENGAGEMENT

01
INFORM

COLLABORATION

02
CONSULT

TITLE A   TITLE B   TITLE C   TITLE D

EMPOWERMENT

Agenda
2063
The Africa we Want

01   02   03   04   05   06

Acknowledgments

TABLE OF CONTENTS

PART 2: APPROACHES TO CITIZEN ENGAGEMENT

LIST OF ACRONYMS

ACHPR	African Court for Human and Peoples' Rights
AfDB	African Development Bank
AGA	African Governance Architecture
AGA-YES	African Governance Architecture-Youth Engagement Strategy
APDEV	African Platform for Development Effectiveness
APRM	African Peer Review Mechanism
AUC	African Union Commission
AUDA-NEPAD	African Union Development Agency-NEPAD
AU	African Union
CDSF	Capacity Development Strategic Framework
CE	Citizen Engagement
COMESA	Common Market for Eastern and Southern Africa
CSOs	Civil Society Organisations
EAC	East African Community
ECOSOCC	African Union Economic, Social and Cultural Council
ECOWAS	Economic Communication of West African States
EU	European Union
IAP2	International Association for Public Participation
IMF	International Monetary Fund
M&E	Monitoring and Evaluation
NSAs	Non-State Actors
PAP	Pan-African Parliament
RECs	Regional Economic Communities
SDGs	Sustainable Development Goals
UN	United Nations
UNDP	United Nations Development Programme

FOREWORD

As Africa continues to strive towards sustainable development, the need for citizen engagement and participation in governance and policy development processes cannot be overstated. Citizens are the ultimate beneficiaries of government policies, and their active input in policy development and implementation processes is critical to ensuring the effectiveness, legitimacy, and sustainability of such policies.

At the heart of Agenda 2063's vision for an integrated, prosperous, and peaceful Africa, is the active participation of its citizens in shaping their future. However, despite the recognition of the importance of citizen engagement in governance and policy development processes, efforts to facilitate such engagement have often been limited and fragmented. Only 19% of Africans believe they have a say in their country's political leadership, while only 28% believe that their government is run for the benefit of all people[1].

This handbook, therefore, is a timely and relevant resource in support of AU Organs, RECs, and Member States in developing their capacity to conduct citizen engagement processes much more constructively. It offers a comprehensive and practical guide to enhancing citizen engagement and participation in governance and policy development processes in Africa which is particularly important as we commence the Implementation of the Second Ten Year Implementation Plan of the Agenda 2063 in line with regional and National Development Plans.

Drawing from experiences across the continent, the handbook provides practical and actionable steps towards promoting inclusivity, transparency, and accountability in governance processes by sharing innovative approaches to effective citizen engagement.
It builds on ongoing approaches and aims to guide users through the practical steps they can take to improve citizen engagement.

We must recognize that citizen-centered governance is not only a moral obligation but also a strategic imperative for sustainable development. By empowering citizens to have a voice, we can harness their knowledge, skills, and creativity towards addressing the challenges facing our continent. I am confident that this handbook will equip African leaders with the necessary tools for creating a conducive environment for citizen engagement and driving Africa's development agenda forward.

Nardos Bekele-Thomas
Chief Executive Officer

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1   Afrobarometer (2019). Public Engagement and Citizen Participation in Africa.

EXECUTIVE SUMMARY

The African Union Handbook on Citizen Engagement seeks to support the African Union Commission, Regional Economic Communities (RECs), Member States and stakeholders in conducting citizen engagement processes in a systematic and productive way. It builds on ongoing approaches to citizen engagement and aims at helping users to better understand specific approaches to citizen engagement and to guide them through the practical steps they can take to improve citizen engagement.

This handbook is intended for use primarily by the African Union, Regional Economic Communities (RECs), Member States and stakeholders engaging with a broad range of citizens across Africa. This handbook is a useful tool for citizen engagement at continental, regional, national and sub-national levels. To this end, this document defines citizen engagement as a top-down initiative by a governmental or intergovernmental body such as a local authority, a city or the African Union to encourage citizens to discuss, assess policies and contribute to projects. By contrast, citizen participation stems from the citizens themselves and is thus a bottom-up initiative.

It is within this context, that the African Union Development Agency-NEPAD (AUDA-NEPAD) is promoting citizen engagement and effective participation of all stakeholders in the conception, design, implementation, monitoring, and evaluation of Agenda 2063 and Ten Year Implementation Plans, Regional, National and Sub-national Development Plans, Strategies, and initiatives. This is undertaken against the backdrop that engaged and empowered citizens, responsive civil society, private sector, academia, and parliament are key in steering Africa's social and economic transformation.

This handbook outlines different citizen engagement approaches, which can be used independently or in combination. Users should determine which approaches work best for their area of jurisdiction, as national contexts and political environments vary. It recognizes that citizen engagement cannot be achieved only through a single approach, multiple approaches often have a greater chance of success. To this end, the handbook will feature regular revisions to both the print and online versions, and we would encourage contributions and feedback on a rolling basis from readers..

The Handbook is therefore divided into two distinct parts:

Part 1: Chapter 1-5 focuses on the conceptual aspects of the handbook that allow the user to understand and appreciate the different policies, frameworks and preconditions of a handbook on citizen engagement.

Part 2: Chapter 6-8 focuses on the approaches to Citizen Engagement by providing various tools and a few case studies that aid the user of the handbook.
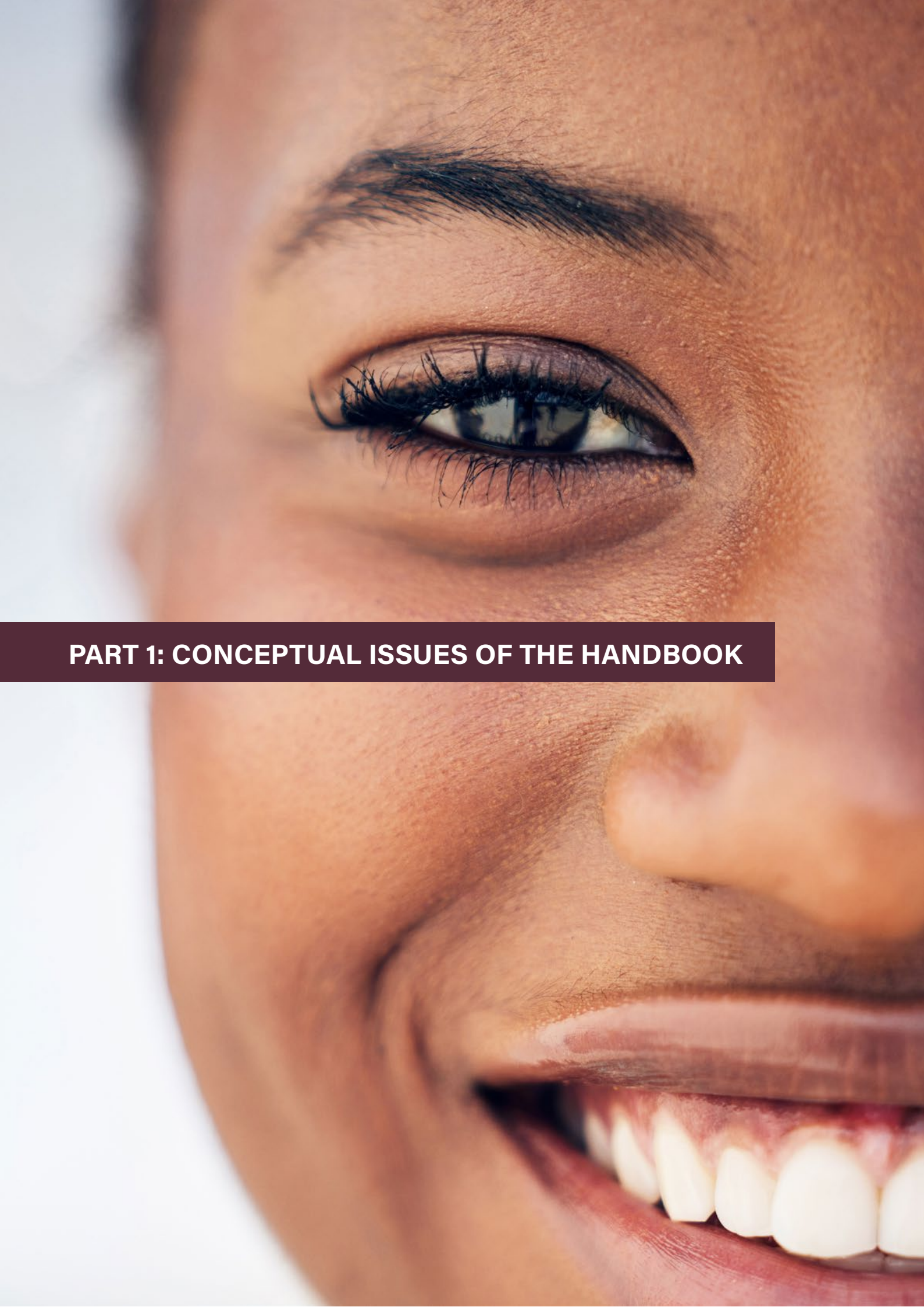
PART 1: CONCEPTUAL ISSUES OF THE HANDBOOK

ABOUT THE AFRICAN UNION HANDBOOK ON CITIZEN ENGAGEMENT

Purpose of Handbook

The African Union Handbook on Citizen Engagement seeks to support the African Union, Regional Economic Communities (RECs), Member States, Civil Society, partners, and other stakeholders in conducting citizen engagement processes much more constructively. It builds on ongoing approaches to citizen engagement and aims at helping users to better understand specific approaches to citizen engagement and to guide them through the practical steps they can take to improve citizen engagement by the African Union.

With citizen engagement, governmental bodies involve citizens in the decision-making process of public policies. To do so, they have to provide citizens with tools to consult and access general information, discuss with their representatives, and monitor the implementation of the projects. Consequently, if a governmental body aims to engage with its citizens, it must integrate this engagement into its entire governance strategy – hence the need for the African Union to have a Citizen Engagement Handbook. Only then does citizen engagement become a formalised procedure delimited by rules established by an intergovernmental body.

Who is it for?

In Citizen Engagement (CE), citizens are the ultimate beneficiaries and clients of development institutions at the country and continental body levels. Citizens can act as individuals or organise themselves in associations and groups such as community-based groups, women's groups, or indigenous peoples' groups. Civil society Organisations (CSOs) can represent citizens and can include Organisations outside the public or for-profit sectors, such as nongovernmental Organisations (NGOs), charitable Organisations, faith-based Organisations, foundations, academia, associations, policy development and research institutes, trade unions, and social movements. In this context, the concept of citizen is not used in a legal sense but is understood in the broad sense of referring to all people in a society or country in an inclusive and non-discriminatory way. In legal terms, "citizen" is a term that may be exclusionary, referring only to those that have constitutional rights within a sovereign state – but here, it is a broader concept.

This Handbook is intended for use primarily by the African Union, Regional Economic Communities (RECs), Member States, Civil Society, partners, and other stakeholders in engaging with the broad range of citizens across Africa. It is intended for use at continental, regional, national, or sub-national/local levels but can also be used by a range of other actors seeking to promote citizen engagement.

What is the focus?

The focus of the handbook is on citizen engagement. At the outset, it is imperative to note that there is a difference between citizen participation and citizen engagement. First, we should acknowledge that citizen engagement and participation have the same goal: improving public services and delivering better development outcomes. However, this handbook focuses on citizen engagement in the context of a particular continental project – the Agenda 2063.

It is important to note that the same actors do not initiate citizen engagement and citizen participation. Citizen engagement is a top-bottom initiative undertaken by a governmental body such as a local authority, a city or, in

this case, a continental intergovernmental body - like the African Union. The officials of the intergovernmental body – in this case, the African Union – encourage citizens to discuss, assess policies and contribute to projects. By contrast, citizen participation stems from the citizens themselves and is thus a bottom-up initiative.

In this context, the African Union Development Agency-NEPAD (AUDA-NEPAD) is promoting citizen engagement as a meaningful interaction between the AU, its Organs, RECs and the Member States on the one hand and African citizens on the other. This is to ensure the effective participation of all stakeholders in the conception, design, implementation, monitoring, and evaluation of Agenda 2063. This is undertaken against the backdrop that engaged and empowered citizens, responsive civil society, private sector, academia, and parliament are critical in steering Africa's social and economic transformation. In this regard, AUDA-NEPAD is promoting effective citizen engagement to address the continent's challenges, focusing on Agenda 2063 and the strategic orientation towards the Second Ten-Year Implementation Plan.

How to use it?

Each citizen engagement approach in the Handbook has been written to allow it to stand independently from the rest. Cross-references to other sections, where applicable, have been provided. It is important to emphasise that the Handbook is not a stand-alone or static guide. Where possible, references to supplementary material and websites have been provided to ensure users access the most current information. To this end, the Handbook will feature regular revisions to both print and online versions. We encourage colleagues at all levels to contribute inputs to feature in the Handbook on a rolling basis. Finally, although the Handbook outlines approaches that can be pursued separately, they will often be more effective if combined.

Citizen engagement is most likely to be effective if multiple methods are used. Thus, having active citizen engagement in the pursuit of Agenda 2063 will likely require using several strategies to ensure that its aspirations are achieved by all stakeholders keeping their promise to work tirelessly to implement Agenda 2063 across Africa and to ensure that no one is left behind. As national contexts and political environments vary tremendously, it will be necessary for users of this Handbook to determine which approaches to citizen engagement would work best in their area of jurisdiction.

The Handbook is therefore divided into two distinct parts:

- **Part 1:** Chapter 1-5 focuses on the conceptual aspects of the handbook that allow the user to understand and appreciate the different policies, frameworks and preconditions of a handbook on citizen engagement.

- **Part 2:** Chapter 6-8 focuses on the approaches to Citizen Engagement by providing various tools and a few case studies that aid the user of the handbook.

AFRICAN UNION AND CITIZEN ENGAGEMENT (FRAMEWORKS, PROTOCOLS, CHARTERS)

Introduction

As part of the continent-wide efforts to promote effective and meaningful citizen participation, mutual accountability, and broad inclusivity in public policy processes, the Africa Union (AU) has put in place several frameworks, protocols and charters relating to citizen engagement and participation. Accountability and transparency at all levels of development and governance are recognised as prerequisites for the overall transformation of Africa. This has also been made possible by setting up key AU, regional and national institutions of democratic governance as important interlocutors and key drivers for sustainable development. Below are some of the significant efforts undertaken by the AU.

Conference on Popular Participation in the Recovery and Development

The International Conference on Popular Participation in the Recovery and Development Process in Africa, held in Arusha, Tanzania, between February 12 and 16, 1990, was a result of efforts by governments in Africa, non-governmental Organisations, African people's agencies and the United Nations agencies to appreciate the importance of popular participation in the development and transformation of Africa. The primary outcome was the African Charter for Popular Participation. This charter was adopted as a continuation of the Abuja International Conference on Africa and the Challenge of Economic Recovery and Accelerated Development held in 1987 (see the Abuja Statement) and the 1988 Khartoum International Conference on the Human Dimensions of Africa's Economic Recovery and Development. The key outcome of the conference was the African Charter for Popular Participation in Development and Transformation.

African Charter for Popular Participation in Development and Transformation.

The importance of people's engagement and participation in continental development efforts has been recognised since 1990 with the adoption of the African Charter for Popular Participation in Development and Transformation. The Charter, which was aimed at identifying the role of people's participation in Africa's recovery and development efforts, among other things, recommended actions to be taken by Governments and other stakeholders toward building an enabling environment for authentic popular participation in the development process and encourage people and their Organisations to undertake self-reliant development initiatives.

Africa Union Constitutive Act and African Union Reviews

The AU Constitutive Act, in Article 4 (c), calls for the "participation of the African peoples in the activities of the Union". In addition, Agenda 2063 Framework Document calls for ownership by the entirety of the continent's stakeholders, full participation involving women and youth in particular and the rekindling of the spirit of working together toward collective prosperity, bound by common destiny under a united and strong Africa.

The AU also conducted several detailed reviews of the AU and its Organs, including the Constitutive Act and Agenda 2063 Framework Document, to determine if the Union is fit-for-purpose to achieve its vision. Specifically, the 2007 Adedeji Report on the Audit of the Union, Agenda 2063 Framework Document, and the 2017 Kagame Report on

the AU Reforms all highlighted that one of the necessary conditions for Africa's success is the continent's development of effective inclusion, empowerment and full participation model for the African citizenry.

Africa Union Economic, Social and Cultural Council (ECOSOCC)

Despite these institutional frameworks and declarations, citizen engagement and participation have not been systematically and rigorously pursued. In 2005, as a demonstration of its commitment to enhancing a continental architecture for citizen participation and engagement, the AU created the Economic, Social and Cultural Council (ECOSOCC) as an advisory organ to build partnerships between government and CSOs, and to provide a mechanism for an interface between the AU and the African civil society. ECOSOCC, as an advisory organ, is based on models of consultation, collaboration and partnership between Member States of the AU and CSOs. It is guided by a comprehensive ECOSOCC Statute that sets out its operational parameters.

The Maputo Protocol

The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, otherwise known as the Maputo Protocol, was adopted in 2003 to address women's rights. The development of the Protocol started with several consultative meetings that began in 1995 in Lomé, Togo, organised by the Women in Law and Development in Africa. The primary outcome of the discussions was the call for the development of a Protocol to the African Charter on Human and People's Rights. The comprehensive engagement processes and advocacy by women's Organisations are successful models of collaboration, consultation and partnership among women CSOs at the national, regional and continental levels. It further led to the development of a Draft Protocol that

exceeded international human rights standards on women's rights and the adoption in July 2003 by the AU General Assembly of Heads of State and Government.

Pan-African Parliament

The Pan-African Parliament (PAP) was established as an organ by the AU Constitutive Act "to ensure the full participation of African peoples in the development and economic integration of the continent". PAP's objectives and functions, as set out in the Protocol to the Abuja Treaty relating to the Pan-African Parliament, are to create awareness among the peoples of Africa on the affairs of the Union and ensure full participation of Africans in promoting regional and economic integration in the continent.

African Peer Review Mechanism

The AU's African Peer Review Mechanism (APRM) was established in 2003 as a voluntary self-monitoring process acceded to by the Member States for identifying drivers of change and socio-economic development in Africa. The APRM review process has four (4) thematic areas: democracy and political governance, economic governance and management, corporate governance and socio-economic development. At the 28th AU General Assembly of Heads of States and Government (January 2017), the Member States extended the APRM's mandate to include monitoring of the implementation of Agenda 2063 and the SDGs. This extended mandate is essential for the APRM to enable the participation and engagement of African citizens in the continent's development and to ensure that Africa's transformation is inclusive.

Capacity Development Strategic Framework

The Capacity Development Strategic Framework (CDSF) culminated in continent-wide consultations on African capacity-

building. These consultations involved senior government officials at the country level under the leadership of the NEPAD Planning and Coordinating Agency. The CDSF was adopted by the AU Assembly of Heads of State and Government in February 2010 as a practical approach to tackling challenges that come with building capacity in the African continent. This strategy adopts a system that promotes the conceptualisation of vital processes and procedures that encourage active participation of the various societal stakeholders to redefine the citizen-based social order.

African Platform for Development Effectiveness

The AU established the African Platform for Development Effectiveness (APDEV) as a continent-wide coordinating and coalition-building mechanism aimed at mobilising and consolidating African participation and voice towards articulating positions on the inter-related themes of Aid Effectiveness, South-South Cooperation and Capacity Development as a core driver for development effectiveness. Consultative regional meetings convened between 2010 and 2011 led to the first African Consensus and Common Position on Development Effectiveness. This Position Paper became the basis for Africa's engagement at the Fourth High-Level Forum on Aid Effectiveness held in Busan, Republic of Korea.

African Governance Architecture

The African Governance Architecture (AGA) was established as a political and institutional framework for promoting democracy, governance and human rights in Africa. Key to its work is creating a framework for dialogue among stakeholders to promote and harmonise the AU Shared Values and participatory governance on the continent. In ensuring popular participation in the attainment and sustenance of democracy, governance and human rights in Africa, AGA developed a Youth Engagement Strategy (YES) as part of citizen engagement approaches. AGA has engaged youth across the continent through various programmes such as the AU Youth in Peacebuilding Initiative, Africa Talks DG Trends, and social media engagement initiatives. Specifically, the Youth Pre-Forums to the High-Level Dialogue on Democracy, Human Rights and Governance in Africa has provided a space for young people to dialogue on Africa's continental democratic governance policies.

AU Interactive Platform for Partnerships Coordination

The Partnerships Management and Coordination Division (PMCD) of the AUC is responsible for the overall vision, strategy and coordination of the strategic partnerships between the AU and other parts of the world. These partnerships address the African people's needs and align with the AU's development and integration strategy, Agenda 2063. In pursuit of its mandate, the PMCD has established the Interactive Platform for Partnerships Coordination (AU-IPPC) for engaging stakeholders. The AU-IPPC serves as a consultative mechanism through which all relevant stakeholders engage to develop a shared understanding of how the AU plans and implements its development and integration agenda, identify the challenges and opportunities and facilitate possibilities for synergy building while avoiding duplication and conflicting engagements with partners.

Agenda 2063 and Citizen Engagement

African Union (AU) Heads of State and Government at the 50th Anniversary Solemn Declaration in May 2013 adopted a long-term transformative development strategy, Agenda 2063-'The Africa We Want' with seven aspirations and 20 goals. Since its adoption in 2013, Agenda 2063 has been advanced with the development of the First Ten-Year Implementation Plan (2014-2023) and a Monitoring and Evaluation

Framework. The Solemn Declaration, while committing to building a united and integrated Africa, affirmed that the AU's vision is to "build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena". The Declaration underscored the need for the implementation of Agenda 2063 to be people-driven. Aspiration 6 of Agenda 2063 places the development of the continent and decision-making in the hands of the citizens of Africa: "An Africa whose development is people-driven, relying on the potential of African people, particularly, its youth and women, and a continent with well cared for children".

However, to achieve the ambitious targets in Agenda 2063, conscious attention is required in developing standard tools and mechanisms, including indicators for such citizen engagement. The notion of co-created African solutions to African problems demands, as a precondition, meaningful engagement of African citizens in the development, implementation, monitoring and evaluation of Agenda 2063.

Agenda 2063 underscores the critical importance of citizen leadership, ownership and participation, inclusion and empowerment as prerequisites for its success. AU's ethos of a people-centred development supports the objective of ensuring effective participation of all stakeholders in the conception, design, implementation, monitoring and evaluation of Agenda 2063. Such portends well for complete ownership and accountability. Agenda 2063 emphasises the meaningful engagement of women, girls, the youth, marginalised and vulnerable groups in policy and development processes. Its central theory of change is based on the assumption that empowered citizens and responsive civil society, private sector, academia and parliaments are critical in steering Africa's social and economic transformation.

CONCEPTS AND DIMENSIONS OF CITIZEN ENGAGEMENT

Concepts of Citizen Engagement

Citizen engagement is a two-way interaction between citizens and the AU that specifically gives people a voice and recognition in the AU's decision-making processes. Citizen engagement is about ownership, participation, inclusion, empowerment and collaborative action. It is about giving citizens the credit and platform to solve problems as they have the knowledge and day-to-day experiences to provide context-specific information that might not otherwise be readily available.

The terms 'African citizen' and 'non-state actors' as used in the context of the engagement process and mechanisms must be readily understood. Given that the AU desires to engage all Africans to make itself relevant to 'citizens', and particularly to mobilise for action towards implementation of Agenda 2063, the term must be clearly defined to be inclusive so as not to leave anyone behind.

For the AU citizen engagement process, the following definitions provide a good start in setting the foundation for full participation of all African citizens in the affairs of the Union:

- *'Citizen'* refers to African people and persons of African descent that comprise the 6th region of the African Union (Diaspora)

- *'Marginalised'* and 'excluded' groups entail people often not included by the usual engagement channels and processes by the AU and governments.

- *'Non-state actor'* refers to individuals and entities that are non-governmental and do not represent governments, including institutions and individuals. The term generally refers to entities, Organisations and individuals that are independent of the state and not affiliated with and funded by governments. These include CSOs, the private sector, academia and other groups that do not act on behalf of the state.

Three main characteristics emerge of citizen engagement. Firstly, citizen engagement is essential to openness and transparency in decision and policymaking. It is an integral part of governance processes, above and beyond individual projects or once-off interactions. Citizen engagement has the potential to improve development outcomes. It is a process highly driven by actors operating in the political governance, mutual accountability and transparency, and inclusion space.

Dimensions of Citizen Engagement

The following diagram sketches the critical dimensions of citizen engagement:

LEVELS OF INTERACTION

INFORM CONSULT COLLABORATION EMPOWERMENT

Citizen involvement in decision making

Figure 1: Dimensions of Citizen Engagement | Source: Adapted from World Bank (2014)
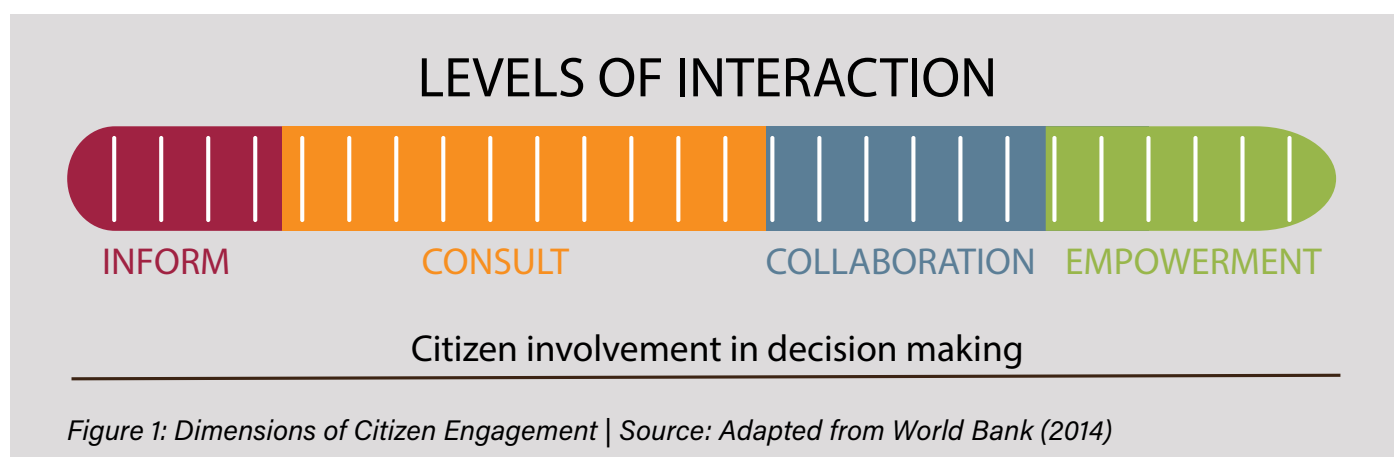
In the first level under '**inform**' – citizens are provided with balanced and accurate information to assist them in understanding the issues at hand. For instance, in Agenda 2063 – this stage would involve disseminating the contents of the Agenda 2063. The outcome at this stage will be citizen awareness about the content (Aspiration, Goals and Priority Areas) of the Agenda 2063 and possibly what the Africa Union does and what citizens are being asked to do to attain the outcomes of the Agenda 2063.

At the second level, '**consult**'- here, citizen feedback is obtained on the analysis or policy positions of Agenda 2063. In the case of Agenda 2063 – this is the stage where citizens can give feedback on a diversity of products on the Agenda. For example, analysis and evidence may be produced on the 10-Year Implementation Plans for the Agenda 2063, which may require citizen feedback, thus, another level of citizen engagement.

The third level relates to citizen engagement as '**collaboration**.' This is a higher level of engagement of citizens where they are enlisted to partner with the African Union – for example, in the design, implementation or monitoring of the Agenda 2063 investments, projects and programs. Partnership with citizen Organisations is one of the effective ways to achieve collaboration, and CE can be promoted in the Agenda 2063 through such partnerships.

The fourth level of engagement is the '**empowerment**' of citizens. At the level of empowerment, citizens' decisions would be final. This may be implemented through Agenda 2063 projects designed to be citizen-led and citizen-implemented. Examples of projects could be those intended to be implemented by young people for young people or those designed for women and implemented by women groups. The citizen groups would implement the decision-making throughout the project cycle without interference. This stage is about the empowerment of people to take complete control of the destiny of their projects.

These levels of CE are not mutually exclusive. While they are presented in a linear form in the diagram, in real life, CE is an iterative process. When taken together, the different levels of interaction in CE lead to better program outputs and development outcomes. Hence the use of CE approaches would significantly enhance the delivery of Agenda 2063 implementation plans. In the next section, we look at the guiding principles for CE.

PRINCIPLES OF CITIZEN ENGAGEMENT

Principle 1: Adequate Planning and Results Focus [#Results Focused]

For CE to take root, there must be efforts to engage in adequate and inclusive planning processes. This will help to ensure that the results of the CE process are clearly defined and the needs of the citizen and duty bearers are taken care of. It is important to note at the outset that CE does deliver on well-managed expectations. This is because poorly designed programs with no results clarity or programs run by untrained, inexperienced, or ideologically biased organisers fail to achieve the desired objectives. Each CE process must be based on a clear strategy for engagement that outlines specific mechanisms of implementation.

Principle 2: Promote Inclusion of All Stakeholders [#Inclusion]

Across Africa, there are diverse communities, diverse social groups and communities. Ensuring equitable inclusion of all voices, ideas, and information is vital in laying a foundation for quality outcomes. Young people, marginalised women, ethnic and other minorities must be specifically targeted in the design of CE processes. Where there is inclusion, citizens feel respected, and their views are welcomed, heard, and responded to. Special efforts must be made to enable typically marginalised, silent, or dissenting voices to engage meaningfully — and fundamental differences are clarified and honoured.

Principle 3: Uphold Shared Purpose and Collaborative Action [#Collaboration]

Agenda 2063 has defined a blueprint for Africa, making it one of the significant, far-reaching decisions taken by African leaders. Ensuring that citizens across the continent are supported and encouraged to be part of its implementation as a 'shared purpose' is critical for attaining the outcomes of Agenda 2063. Africa's citizens need to work together to advance the common good. The AU, through the delivery mechanism of the Agenda 2063, should involve public officials in Member States, "ordinary" people, community leaders, and other interested and/or affected parties as equal participants in ongoing discussions where differences are explored rather than ignored, and a shared sense of a desired future can emerge. Duty bearers must pay attention to the quality of communication, design a process that enables trust to be built among citizens through dialogue, permit deliberation of options, and provide adequate time for solutions to emerge and evolve.

Principle 4: Promote Transparency and Learning [#Transparency]

The Agenda 2063 is a multi-generational process. It spans 50 years, and perhaps the framers of the agenda may never see its full implementation. This implies that no citizen group or category should see Agenda 2063 as exclusively theirs. Processes of CE should promote both transparency and learning. This will help ensure that all people involved know what is at stake, are listened to and can explore new ideas - unconstrained by predetermined outcomes, learn and apply information in ways that generate new options, and rigorously evaluate public engagement activities for effectiveness. It is important to note that "window dressing" general exercises that go through the motions fueled by the dictates of public relations before announcing a predetermined outcome be vigorously rejected.

Principle 6: Develop Actions that Lead to Impact [#Impact]

CE should lead to impact since each CE effort has the potential to make a difference in

people's lives. People believe and appreciate a process where they can see evidence that their engagement was meaningful, influencing decisions, empowering them to act effectively individually and/or together, or otherwise impacting the world around them. It is essential that citizens have confidence that their engagement creates meaningful impact and influence.

Principle 7: Promote Sustained Engagement, Feedback Loops and Participation [#Participation]

The Agenda 2063 should promote a culture of participation with programs and projects of the Agenda 2063, supporting quality public engagement. CE and democratic participation should increasingly become standard practice.

Citizens involved in the process should develop a sense of ownership and buy-in and gain knowledge and skills in democratic methods of involving people, making decisions, and solving problems. CE should also be rooted in a practice that allows for functional feedback loops. Relationships are built over time, and ongoing spaces are created in communities where people from all backgrounds can bring their ideas and concerns about continental affairs to the table and engage in lively discussions that have the potential to impact their shared world. Public engagements should, therefore, not be one-off events isolated from the ongoing political life of society. For most people, democracy means only freedom and voting. However, authentic, empowered CE is possible, necessary, forthcoming, or desirable in all development efforts.

ENABLING FACTORS FOR CITIZEN ENGAGEMENT

Digitalization

For CE to take root in the country, access to information is critical. The spread and growth of digital technology in Africa and the world is an essential enabling factor. Digitalization, digital skills and tools are important factors that can enhance the growth of CE. Digitalization promotes accessibility, increases the useability of data and information, and supports the creation of economic and social value creation. Therefore, citizens' thoughtful and intentional engagement in digital technologies and platforms and their governance is critical for CE. Digital technologies streamline information flows amongst government institutions, citizens, private sector, and community leaders, reduce the marginal costs incurred by re-production and dissemination, making reuse economically feasible. Data and digital technologies improve the ease with which citizens access services and enhance development practitioners' problem-solving capacity and provide citizens with a platform to answer big predictive questions.

Access to Information

Engaging citizens across the continent requires access to timely, user-friendly, reliable, and comprehensive information. This will boost CE across countries and enable citizens to participate in developmental processes from an informed position. However, it is essential to note that it is a necessary but insufficient precondition for practical CE. A lot needs to be done to ensure that other enabling factors are in place at the continental and Member State levels. For example, there is a need for legislation that promotes digitalisation, CE and information sharing, allows for the freedom of speech, and supports grassroots mobilisation and participation in all development processes. With the diversity of people across Africa and the different language groups on the continent,

efforts must be made to include all language groups, including minority language groups.

Capacity Building

As mentioned earlier, capacity building is critical for CE. It is both an approach and an enabling factor for the success of CE. It should cut across all sections from government officials, AUC staff, civil society, community groups and AU organs. Multifaceted capacity-building initiatives will go a long way in promoting and supporting the sustainability and institutionalisation of CE. The context within which the AU and its partners operate has become increasingly complex and challenging as citizens demand for better public services increases while resources in the national budget and development funding streams become more limited. At the same time, many new technologies emerge, as mentioned earlier, which offer unique venues for interaction between citizens and state institutions. Capacity building is, therefore, essential because it encourages the continental and local leadership to evaluate their abilities to perform in complex environments across the continent.

Knowledge Management

Knowledge management is a critical factor in CE. This is because knowledge is produced at various levels of the CE lifecycle. Knowledge is also diverse - from official documents of governments to community voices, research reports and continental analyses of critical areas relating to Agenda 2063. It will be imperative that the AU pools all available and planned CE resources in one cross-cutting knowledge platform. This CE platform will then become of repository of knowledge on CE that can be shared across the continent and in different areas where the Agenda 2063 flagship projects are being implemented with citizens. Knowledge will also help ensure the sustainability of the CE

processes so that they can be available to future generations.

Monitoring and Measuring CE

As the saying goes, 'what gets measured gets done'. CE initiatives will survive the test if a robust measuring and monitoring process allows for internal and external learning and course correction where required. Understanding how progress is being made in including citizens and the constraints along the way is important for deepening the critical feedback loops in CE. These feedback loops not only support evidence-based decision-making but they motivate practitioners to continue engaging in CE. So, while monitoring the programs that use CE approaches is essential, it is also critical that the CE processes are monitored to learn about both the input and outputs of CE.

Political Commitment and Policy Space for CE

Practical CE requires the support and involvement of leaders from all levels and sectors of society. The creation of a supportive environment for CE involves not only the formulation of appropriate policies and the allocation of resources but also the mobilisation of a broad political consensus that such programs are necessary for the well-being of society. Political support broadly includes more than just senior government leaders and civil servants. Political commitment implies the support of a broad range of civil and community leaders at all levels of society. This includes the public sector, the private sector, nongovernmental Organisation (NGO) leaders, religious leaders, and other influential citizens at national and local levels. Leaders are society's role models: their votes, personal actions, and behaviour send strong signals about what is essential. Engaging citizen in a meaningful development process requires strong political commitment.

PART 2: APPROACHES TO CITIZEN ENGAGEMENT

APPROACHES TO CITIZEN ENGAGEMENT

Introduction

Each section or approach in the Handbook has been written to allow it to stand independently from the rest of the Handbook. Cross-references to other sections, where applicable, have been provided. Each of these "Approaches to Citizen Engagement" features insights into the approach and why it's essential for the Agenda 2063 implementation. Each section also highlights practical suggestions for how to use the particular approach. Finally, recognising that the AU Citizen Engagement Handbook is just one of many resource guides related to citizen engagement, each section includes references to supplementary material and websites to ensure that users have access to a robust set of additional resources to help guide their approaches. The following are the major categories:

Informing

What is informing citizens?

Informing citizens is the first level of citizen engagement. To inform citizens, the public institution or government shares information that citizens can use. In many countries - Access to Information - legal frameworks establish a mechanism for citizens and civil society to access information about public services and programs. However, it should be noted that while informing citizens is the first level of engagement, it does not always complete the 'feedback loop' for citizen engagement. Citizen engagement should be a two-way exchange – between the citizens and public authority. Under the informing approach, citizens receive information without guaranteed immediate feedback from the public institution. Passing a right-to-information law, therefore, does not guarantee that information will be made available to citizens unless there are specific approaches and tools put in place to

let people know about their rights, the standards and performance they should expect, and how to file a request for information. Access is essential for all information interventions, especially for poor and excluded groups.

Why is informing citizens important?

Informing citizens is vital to **empowering all citizens**, including vulnerable and excluded people, to claim their rights and entitlements. Since the Agenda 2063 puts the citizens at the centre, citizens must be informed about all the vital types of information that pertain to its implementation, as well as decisions and outcomes from organs like the African Union Heads of State Summit.

Informing citizens is also critical to enabling them to exercise their voice, effectively monitor and hold government and other public institutions accountable, and enter into informed dialogue about decisions affecting their lives. However, the potential value of informing citizens will be realised when there is a willingness of government and other public institutions to be transparent, as well as the ability of citizens to demand and use information – both of which may be constrained in low-capacity settings.

Informing citizens is also essential for transferring public institutions and government **knowledge and power to the people** and facilitates participative governance. An effective informing mechanism can fundamentally change how a government or a public institution interacts with its citizens.

Informing citizens is also a process that fulfils the **fundamental human right in international and regional human rights law** of the – right to information. Information is a public good, meaning governments and other public institutions must store and organise it to promote

easy public access. Governments should provide information proactively, as well as in response to requests. The report also finds that:

Informing citizens is also essential in defusing social tensions that may escalate into violence by facilitating inclusion in governance. For example, demonstrating that minority concerns are acted upon and that equal treatment is given to different groups of people is good. In a diverse continent like Africa, sharing information does reduce tensions and creates avenues for dialogue.

How can informing be used

The process of informing citizens helps to increase government and public institutions' responsiveness. The staff of the AU, Members States and citizens must be trained to deliver information, and initiatives should be in place to educate the public on how to use it. Processes for informing citizens should provide for:

Maximum disclosure: all people should have access to all types of information, including that held by private bodies. Public institutions and governments must regularly disseminate essential details – for example, on the Agenda 2063 progress.

Minimum exemptions: non-disclosure should also be permissible if necessary to protect vital information. For instance, discussion in the Peace and Security Council or the Heads of State Summit closed sessions may be exempted. But exemptions of broad categories of information from organs and departments of the AUC should be avoided.

Simple access procedures: information access should be quick, easy and affordable. The AU and governments must adhere to strict, enforced time limits in providing requested information and charge only the cost of reproducing the information. They must ensure that application

procedures are simple and that illiterate, disabled or poor people can easily use them.
Independent appeals mechanisms: separate, impartial appeals and oversight bodies must be established to monitor and enforce adherence to the law. Sanctions must be actioned, refusals to disclose information should be fully explained, and the appeals process must be cheap, quick and straightforward.

Inclusive Language Protocols: use of official languages of the AU may guarantee that citizens receive the information they seek in any of the official languages. With the diversity across Africa, opportunities should also be in place to translate knowledge into indigenous languages across the different AU Member States.

Methods for informing citizens

The methods for informing citizens may either be in-person or remote methods. Considering which methods to employ may need to answer questions like, who needs the information? What is the target audience's current knowledge and understanding of the program? What information is necessary for the public to understand and provide meaningful input? What are the most direct and effective ways to communicate this information? What are the public's preferences for receiving information? The broad methods include:

Public Meetings: This is a standard method; public meetings bring together diverse stakeholders for a specific purpose. Public meetings engage a broad audience in information sharing and discussion. They can be used to increase awareness of an issue or proposal and be a starting point for, or an ongoing means of engaging, further public involvement. They also build a feeling of community. Meetings can be virtually any size and used for any purpose, from providing information to consensus building. Public meetings are familiar, established ways for people to come together to express their

opinions, hear a public speaker or proposed plan, engage in shared learning about a topic, or work together to develop solutions. Public meetings do not have to follow any specific script or agenda. They can be designed to meet the particular needs of the project, agency, and stakeholders. The main advantage of public meetings is the ability for stakeholders to listen to and talk to each other, not just the government or public institutions.

Information Briefing Sessions: Briefings are generally short presentations provided directly to specific audiences at their existing meetings or locations to provide an overview or update on a project or program. The presentation may be delivered by a public institution representative and can be followed by detailed discussions in a question-and-answer format. Briefings are helpful as a public information activity when an identified group is going to be affected by a proposal or needs to be kept up to date on issues and activities. Briefings can also be used as a forum for feedback and may provide some preliminary ideas about community issues and values based on the discussion and questions. Accommodations for different languages and literacy levels should be made when planning.

Economy and Sustainable Environment (ARBE) | African Union (au.int)

Here are other Press Releases Press on activities and events: **press-release-au-convenes-workshop-to-finalise-apsa-communication-strategy.pdf (peaceau.org)**

Information Sheets: Printed material is still one of the easiest and most effective ways to provide information on a project or issue or to publicise a participation process, such as an event or meeting. Popular forms include fact sheets, flyers, newsletters, brochures, postcards, issue papers, and summary reports. These can be single-purpose or be produced as a series for distribution over time. Printed material can be distributed at meetings, made available for the public to pick up, distributed through third-party community groups, or included as 'bill stuffers' in local newspapers, magazines and other reading materials.

CASE STUDY 1: PRESS BRIEFINGS BY COMMISSIONS

At the end of the AU Summit, specific departments and leaders of the AU do give press briefings. These are information sessions that address selected topics, as shown. For example, in the link below, the AU Commissioner for Agriculture speaks on issues relating to the Blue Economy.

Press Briefing by Commissioner for Agriculture, Rural Development, Blue

CASE STUDY 2: EXAMPLE OF AN AU INFOGRAPHIC

African Union

African Medicines Agency (AMA)

The Treaty for the establishment of the African Medicines Agency (AMA) was adopted in February 2019, by the 32ⁿᵈ Session of the Assembly of Head of State and Government. The Assembly further called on its Member States to sign and ratify the Treaty in order for the Treaty to enter into force as soon as possible (Assembly/AU/Dec.735 (XXXII).

AMA will be the second continental health agency after the Africa Centres for Disease Control and Prevention (Africa CDC), that will enhance the capacity of States Parties and Regional Economic Communities (RECs) to regulate medical products in order to improve aceess to quality, safe and efficacious medical products on the continent. AMA will also promote the adoption and harmonization of medical products regulatory policies and standards, as well as provide scientific guidelines and coordinate existing regulatory harmonization efforts in the African Union recognized RECs and Regional Health Organizations (RHOs).

As of 21ˢᵗ September 2021

24 Number of Member States that have signed the AMA Treaty

12 Number of Member States that have ratified the Treaty and deposited the instrument at the Commission

5 Number of Member States that have ratified the Treaty but not yet deposited the instrument of ratification at the Commission

29 Member States that have neither signed nor ratified

15 ratifications reached!

AMA Treaty will enter in force 30 days upon the deposit of the 15ᵗʰ instrument of ratification at the Commission.

Member States that have signed the AMA Treaty
1. Burundi
2. Egypt
3. Republic of Congo
4. Madagascar
5. Mauritius
6. Saharawi Arab Democratic Republic
7. Senegal
8. Tanzania
9. Togo

Member States that have signed and ratified but yet to deposit the instrument of ratification at the Commisison
1. Cameroon
2. Chad
3. Gabon
4. Morocco
5. Tunisia

Member States that have signed, ratified and deposited the instrument of ratification at the Commission
1. Algeria
2. Benin
3. Burkina Faso
4. Ghana
5. Guinea
6. Mali
7. Namibia
8. Niger
9. Rwanda
10. Seychelles
11. Sierra Leone
12. Zimbabwe

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Information Kiosks: These can be stand-alone kiosks which present electronic information. These can be used to produce a large amount of data using a computer and touch screen or mouse for navigation. Kiosks are similar to automatic teller machines, offering menus for interaction between a person and a computer. Information is provided through a presentation that invites viewers to ask questions or direct the flow of information. Software used in kiosks is highly specialised, storing information on hard drives, replaceable disks or through internet connections that allow retrieval of specific information based on directions from the user. Computer hardware requirements are pretty minimal, requiring relatively simple computer equipment. However, they must be made very rugged with easy-to-use interface components to provide for expected use. The digital citizen engagement platform could utilise these kinds of approaches.

Press and Media: Agenda 2063 information, for example, could be presented through these channels. Here program information is presented to various media outlets for broad dissemination. In general, news or media releases are used to disseminate information. Media releases aim to get the broadest possible coverage for a community issue or proposal through the publication or broadcasting of the information in the release. They may also attempt to elicit further enquiries by the media Organisation about the subject. In addition to producing media releases, building constructive relationships with key media members can be a very important component of getting the fair and frequent coverage one desires.

CASE STUDY 3: MEDIA INITIATIVES

AUDA-NEPAD did put together an initiative that brought together media partners around Agenda 2063. This is an initiative for CE using media as a platform for informing. See examples at:

Agenda 2063 Media Network | AUDA-NEPAD

Popularising Agenda 2063 through The African Editors Forum | African Union (au.int)

Information Repository: Information repositories can be created across the African continent in various towns and cities to store Agenda 2063 program information in a centralised public location to provide easy access for community members. Typically, the data stored in a repository is for on-site perusal and review and is not to be taken off-site. Popular places for information repositories include public libraries, schools, and other government buildings. The repository may contain all of the program information appropriate for public use. It can also be an online repository.

Information Hotlines: These are generally used for more significant and controversial projects. They provide information in two ways: 1) via live telephone access to project team staff who can answer questions or provide additional information and assistance; and 2) via a telephone call-in number that provides pre-recorded project information. Stakeholders can also leave comments and questions on the call-in number and receive a return call from staff in a reasonable timeframe. These can also be SMS/Text based hotlines, especially in places where the community has young people who find it easier to text.

CASE STUDIES OF INFORMATION HOTLINES

Several Member States use information helplines and information centres as a way of engaging citizen. For example, on its website, the Government of South Africa calls the public to use its hotlines for information about services and programmes, report problems or make complaints and provide tip-offs to authorities about fraudulent or criminal activities.

See here: **Government call centres and helplines in South Africa.**

In Uganda, the Government has a Government Citizen Interaction Centre, which operates as a critical contact centre between the Government and citizens to enhance the monitoring of service delivery. The Centre provides a channel for feedback and suggestions from citizens in a bid to promote open governance.

See here: **Government Citizen Interaction Centre**

Social Media: Social Media outreach can provide interested stakeholders with project information, announcements, documents, and opportunities for input or discussion. Social media, such as Twitter, WhatsApp, Facebook, Instagram, Tiktok and others, allow for various media formats, including video. Social media enable stakeholders to share and obtain information quickly, effectively, and cheaply. Social media platforms provide the chance to inform many people about issues and invite users to participate in various ways.

Websites: Websites provide interested stakeholders with project information, announcements, documents, and opportunities for input or discussion. Web sites allow for the use of various media formats, including video. Websites enable stakeholders to share and obtain information quickly, effectively, and cheaply. Websites provide the chance to inform a wide range of people about issues and invite website visitors to become involved in various ways. Websites are rapidly replacing many other project information forms, including information repositories and all types of printed and mailed materials. Websites are more powerful and flexible than all other forms of public information. However, not all stakeholders have access to the internet, which must be considered in its use and application.

Outcomes and Indicators of Success

Table 1. Outcomes and Indicators of Success

Outcome 1: Citizens are informed about AU policies and Program	
Variable	**Indicator**
Resources mobilised	▪ Amount of budget funds allocated ▪ Evidence of resources invested in situational assessment/ analysis ▪ Amount of resources available for outreach activities
Participative capacity built	▪ Number of staff (Human Resources) trained ▪ Evidence of capacity building in areas of communication, outreach, and collaborative problem-solving skills
Trust and credibility built	▪ Evidence of trust and credibility of government policies and programs
Confidence in public institutions	▪ Evidence of confidence in the public programs ▪ Evidence of better citizen-centred decision-making processes

Consultation

What is consultation?

Consultation is a two-way, informed communication process between duty-bearers/governmental institutions and citizens. Consultation takes place before a decision is made by a governmental institution, in this case, the African Union. In a process that is inclusive and democratic, it is expected that citizens will make input into the decision-making processes of governmental agencies. Consultation is a vehicle for obtaining this input as it enhances decision-making. It fulfils a need to ensure that views can be identified and communicated. Consultation does not override the government's responsibility to make decisions and its accountability for its decision-making.

Why is consultation important?

Consultations contribute to improved decision-making, program design, implementation, and monitoring of development interventions. It gives voice to the needs of different citizen groups, including vulnerable and marginalised groups, increases transparency and African public understanding, and strengthens the citizen ownership of the Agenda 2063 and the AU through citizen involvement in decision-making. Thus, the AU agencies must consult critical stakeholders, including civil society, as outlined in Article 4 of the Constitutive act of the African Union.

How can consultation be used?

To organise an effective citizen consultative process, the following are critical:

1. Identify an interlocutor for the consultations

whose job is to support and facilitate the consultations with various stakeholders.
2. Assign/Create Non-State Liaison Service Units in AU units/institutions
3. Clarify the purpose of the consultation and ensure it is well spelt out and understood by all
4. Ensure adequate stakeholder representation and provides mechanisms and opportunities for self-selection
5. Conduct stakeholder identification and analysis, including consideration of representativeness and inclusion of marginalised groups in the consultations – for example; women, persons with disabilities and other disadvantaged groups
6. Ensure adequate documentation of the consultations and full disclosure of and timely access to understandable, relevant, and objective information about the subject of the consultation
7. Ensure there is clarity about the outcomes of the consultations and the follow-up process to the commitments made during the consultations

Methods of Conducting Citizen Consultations

Public hearings or Townhall meetings: A public hearing is a formal proceeding to receive testimony from interested parties on a proposed issue or action. The purpose of public hearings is to provide a platform for citizens to give and receive information associated with decisions made by the public institution. These are like town hall meetings. In the town hall meetings, the public/government officials address an audience by answering questions posed by individual members and providing clarification. These meetings are supposed to foster closer collaboration between citizens and public officials and allow for open consultations and discussions. Focus group discussions: Focus group discussions are frequently used as a qualitative approach to gain an in-depth understanding of social issues. The method

aims to obtain information from a purposively selected group of individuals rather than from a statistically representative sample of a broader population. They can, for example, be used to discuss particular elements in the development of the second 10-Year Implementation of the Agenda 2063. The primary purpose is to draw upon respondents' attitudes, feelings, beliefs, experiences and reactions in a way that would not be feasible using other methods, for example, observation, one-to-one interviewing, or questionnaire surveys.

CASE STUDY: TOWNHALL MEETING ON CHILD MARRIAGE CAMPAIGN IN AFRICA

On 28th May 2014, the AU convened a town hall meeting at the headquarters of the African Union Commission in Addis Ababa, Ethiopia, before the formal and official launch of the Campaign on Child Marriage in Africa. This was in recognition that efforts to end child marriage require a collaborative approach. The African Union Commission used the Town Hall meeting as a starting point to catalyse commitment, involvement and collaboration of a diverse network of stakeholders that bring unique perspectives, experiences and resources to ensure the effective implementation of the AU's campaign. The deliberations during the Town Hall Meeting provided guidance that assisted the AU during its two-year campaign in ensuring that young girls in Africa can reach their full potential through; the enactment of adequate legal and policy frameworks, promotion of gender equality and girls' empowerment, and calling for the abandonment of harmful social and cultural practices such as child marriage.

See: **Town Hall Meeting on Campaign to End Child Marriage**

Household surveys and interviews: Household surveys are questionnaires given to a sample of households in a population. Their primary advantage is to provide considerable discretion to the interviewer about the information requested from respondents. Surveys are used to gather or gain knowledge in the broad field of social research. Survey research is often used to assess thoughts, opinions and feelings. Surveys can be specific and limited or have more global, widespread goals. In some situations, the survey can be used to develop baseline information before the start of projects or for monitoring the impact of specific elements. A commissioned survey can therefore be a perfect tool for use in the consultation of citizens on particular projects of Agenda 2063.

CASE STUDY: SURVEY ON CSO ASSESSMENT OF AU MEMBER STATES' CAPACITY TO IMPLEMENT AFRICAN GOVERNANCE ARCHITECTURE COMMITMENTS

This study was conducted in 2017 as a collaboration between the Open Society Foundation's Africa Regional Office (AfRO), the Wits School of Governance and civil society Organisations in East, West and Southern Africa. The study focused on civil society assessment of AU Member States' capacity to actively implement African Governance Architecture commitments. The findings and recommendations from this research provided the depth of a civil society perspective on Member states' compliance with AU commitments. The study focused on CSOs' perceptions and judgements about the extent to which Nigeria, Ghana, Ethiopia, Rwanda, South Africa and Zambia comply with signed and ratified governance commitments. These

include the African Charter or Democracy, Elections and Governance (ACDEG); the African Union Convention on Preventing and Combatting Corruption (AUCPCC); and the African Peer Review Mechanism (APRM) recommendations. The research process involved two workshops with selected CSOs to develop and validate the instruments. The theme areas and related indicators used in the instruments are drawn from ACDEG, AUPCC and the APRM. Contracted CSOs then used the instruments in each country to consider formal compliance with commitments, capacity to comply and quality of compliance. The reports are based on a questionnaire administered to in-country CSOs, reviews of relevant documentation, and interviews and workshops. The 116 questionnaires and six (6) country reports were used to generate the integrated report.

See: **Study on Civil Society Perspectives on African Union Member State Commitments to Democratic Governance**

Electronic consultations: Online consultations or e-consultations refer to an Internet exchange between the government and citizens. Online consultation involves using the Internet to ask a group of people their opinion on one or more specific topics, allowing for trade-offs between participants. Generally, an agency consults a group of people to get their thoughts on an issue when a project or a policy is being developed or implemented, for example, to identify options or to evaluate ongoing activities. This enables governments to draft more citizen-centred policies. In principle, most online consultation processes are open to everyone who wants to participate. However, governments or public institutions as initiating entities have some influence in targeting specific groups in the population by advertising the consultation on websites frequented by certain societal groups.

Moreover, some consultation processes might only include certain groups. Online consultations can also reach many people at minimal costs. But it is important to note that these consultations will work primarily for Organisations with access to internet services and can therefore be discriminatory to marginalised groups. The users would therefore need to explore the pros and cons of online consultations before they are adopted as an approach for talks.

Advisory/Expert Group Meetings (EGM): An EGM is a working meeting that can bring together individual experts from various fields, including academia, government, civil society and African Union or other regional and international bodies. EGMs are usually used in the preparation of programmes of work. EGMs group meetings can be used in developing priority projects of the Agenda 2063 implementation plans, but they may also be used in other contexts, such as in preparing flagship reports or other significant studies. The overall objective of an EGM is to bring together external expertise to explore state-of-the-art research and analysis, identify good practices and lessons learned and develop independent policy recommendations on a particular issue. EGMs can be informal or formal and can be held at the continental level through expert platforms, such as APDEV, AGA or through informal networks supporting the Agenda 2063.

Outcomes and Indicators of Success

Indicators to measure the success/effectiveness of the CE process would need to focus on the ultimate outcomes of CE. CE's ultimate outcome/overall goal is to build ownership and trust in Agenda 2063. The objectives of the indicators to be developed are usually two-fold: first, they could be used when designing consultations around new Agenda 2063 projects. Second, they could be used when designing evaluations of consultations of existing Agenda 2063 projects. The indicators provided here are suggestions and should be adapted to suit the context of individual projects and/or evaluations of the Agenda 2063. It is not desirable nor feasible to incorporate all indicators in all projects. Qualitative and quantitative methods may be used to monitor the progress of the projects of Agenda 2063, depending on the nature of the indicators. For instance, indicators looking at perceptions and examples can provide both qualitative information as well as a percentage when applying a mix of methods. The methods to use are similar to the consultation methods and might include interviews, surveys, focus groups, participatory observation and analysis of project documents: for example, monitoring protocols, budget plans, agreements and regulations. The following indication measurement tool can be used:

Table 2: Indicators of Effectiveness of Consultations

Variable	Indicator
Administration of the consultation process	Allocation of time and resources
Information provided during consultation	Quality, relevancy and continuity
Placement in the policy cycle	Timing of decision-making process
Techniques used in the consultation	Have your say, inquiry by design, collaborative planning, open discussions

Objectives of the consultation process	Expected level of participation
Targeting – who is involved?	All potential stakeholder categories covered
Representativeness	Direct involvement or selected/invited participants, inclusion of marginalised
Capacity	Opportunity to have a say and available skills
Equal Power	Open process, equal opportunities for all
Leadership	Expertise and inclusion of decision-makers
Fairness / Equality	Quality interaction, trust and consensus
Social Learning	Mutual understanding between participants
Ideology / Values	Appreciation and value of different viewpoints
Responsiveness	Acknowledging/taking note of participants' input
Willingness	Motivation to participate

Collaboration

What is collaboration?

Collaboration is an agreement to do something together that will benefit all involved, bringing results that could not be achieved by a single partner operating alone and reducing duplication of efforts. Collaboration with citizens in decision-making processes and programs can make decisions more responsive to citizens' needs and improve the sustainability of Agenda 2063 programs and development outcomes. This will be attained through increased ownership by citizens. Collaboration usually emerges from consultative outcomes. It can be referred to as the second phase of consultation. It demands engagement, dialogue instead of debate, inclusion instead of exclusion, shared power instead of domination and control, and mutual learning instead of rigid adherence to mutually exclusive positions. Collaborations are designed to bring together relevant actors within a specified area of focus, like a region or an issue of focus. The partners can concentrate on coordinated activities in different thematic fields through collaboration. Collaborations are

primarily guided by the following fundamentals that make them an essential part of CE:

Why is collaboration Important?

Collaborations are usually **locally driven** or bottom-up. This implies that collaborations are sometimes initiated by citizen groups or public officials intending to deepen the participation of citizens.

Collaborations are sometimes **policy driven.** Where a public institution desires to make citizens the centre of a policy or program, it can initiate a collaboration process. For example, this could be undertaken through a top-down initiative where an AU department or agency may consider using a collaborative approach to implement a selected program. This approach has been used in implementing projects that require strong target group participation – for example, program targeting people with disabilities, marginalised women, young women and men or children.

Collaboration can be **incentive driven**. There are three types of stimuli that can encourage

citizens to collaborate. First is the economic Incentive. In some instances, competitions or activities where those who collaborate win prizes can be used to generate strong collaboration. For example, young people can be given prizes to write about or promote a program in the Agenda 2063. Another type of incentive is social incentives. These incentives encourage citizens to collaborate because of the social reputation they can enjoy when they are part of an initiative. For example, appointing some citizens 'ambassadors' of specific causes or recognising citizens' contributions when they collaborate is an important way of strengthening collaboration. The other type of incentive is a moral incentive. When a project is advertised or shared as legitimate and broadly targets a cause seen as moral, it will also incentivise some people to participate.

Collaboration needs to be **structured**. To be efficient, collaboration should have a recognisable and autonomous structure to help establish its identity. The structure should have stability and permanence as well as flexibility, and it is helpful if it has a certain degree of autonomy, that is, freedom from political influence. It is also essential to review lines of communication to ensure that all partners are kept informed and involved. A structured collaboration should enjoy political and social acceptance where agreements are based on identifiable responsibilities, joint rights and obligations and are endorsed by all relevant partners.

Collaboration should also be **inclusive**. The most desirable one is an inclusive approach to cooperation where all relevant actors are involved in planning and implementation. Like in all the other CE initiatives, inclusions are significant in ensuring that all categories of citizens are included in a process, program or initiative. Inclusions promote strong commitment from each of the partners.

Collaboration should have clear **'rules of engagement'.** Rules of conduct that may include; good communication between actors, regular attendance of meetings, continuity of personnel, and regular transfer of information among the partners need to be adhered to by all partners.

Collaboration should be guided by a **learning culture.** A learning culture is one where all partners can learn from one another by allowing new ideas to come forward in an open exchange of experiences. Shared resources, knowledge, know-how and ideas within the collaboration will ensure a strong feedback loop that improves the CE process.

Methods for conducting collaboration

Citizen/user membership in decision-making bodies: Citizen/User membership in decision-making bodies is a way to ensure accountability by allowing people who can reflect users' interests to sit on committees that make decisions about project activities under implementation (project-level arrangement) or utility boards (sector-level arrangement). The citizens of the user committees participate in the decision-making on the various projects, but they also provide feedback to the implementers relating to citizen satisfaction with the delivery of the projects. This tool is empowering as it helps ensure real-time engagement between citizens and public institutions. The Agenda 2063 would greatly benefit from citizen engagement initiatives.

Integrity pacts: Integrity pacts are a transparency tool that allows citizens and public officials to agree on rules to be applied to a specific procurement – for instance, a flagship project. It includes an "honesty pledge" by which involved parties promise not to offer or demand bribes. Bidders agree not to collude to obtain the contract; if they do get it, they must avoid abusive practices while executing it. An Integrity Pact

is a signed document and approach to public contracting that commits a contracting authority and bidders to comply with best practices and maximum transparency. A third actor, usually a civil society Organisation, monitors the process and commitments made. Monitors commit to full transparency, and all monitoring reports and results are made available to the public on an ongoing basis. This would be a handy tool in promoting the Agenda 2063 programs.

Participatory planning: Participatory planning is a process by which citizens undertake to reach a given socio-economic goal by consciously diagnosing its problems and charting a course of action to resolve those problems. Experts are needed, but only as facilitators. In participatory planning, citizens are at the centre of decision-making in their community. That can be done in many ways, but the result should be the same: the community feels ownership over the process and the results. They see their hard work reflected in a community vision or projects implemented because of their involvement. Participatory planning addresses some common problems that exist with current engagement in community planning. It convenes a broad base

of key stakeholders on an iterative basis.

Citizens' jury: Citizen juries involve the broader community in the decision-making process in a representative fashion. Participants are engaged as citizens with no formal alignments or allegiances. Citizen juries include creating a "jury" - a representative sample of citizens (usually selected randomly or stratified) - who are briefed in detail on the background and current thinking relating to a particular project. The issue they are asked to consider will affect the community and where a representative and democratic decision-making process is required. The "jury" is presented with a range of possible alternatives. Citizen jurors consider the other options and judge the most attractive choice for the community. They offer their decision as they would in legal juries, often in the form of a report. The report may include recommendations for future actions or directions. Citizen juries provide the opportunity to add to that knowledge and exchange ideas with fellow citizens. The result is a collective one, in which each juror has a valuable contribution to make. These can be attractive initiatives for the Agenda 2063 country-level engagement in projects that may have diverse impacts at the community level.

Outcomes and Indicators of Successful collaboration

Table 3: Indicators of Effectiveness of Collaboration Tool

Variable	Indicator
Context of Collaboration	Shared history or common ground
Membership in collaboration	Inclusion of critical stakeholders and vulnerable groups
Process of Collaboration	Inclusive decision making
Communication in the collaboration	Formal and informal collaboration mechanism
Function of collaboration	Articulated goals and objectives of the collaboration
Resources in the collaboration	Financial and human
Leadership of the collaboration	Shared and effective leadership

Citizen Feedback

What is it Citizen Feedback?

Citizen feedback is a crucial way public institutions and governments engage with citizens. Citizen feedback is usually used as an effective means for evaluating the quality of public service delivery. The rationale is that collective or organised feedback can increase accountability from providers in public institutions. This is especially true when the service is provided through a sole supplier or a natural monopoly. Getting feedback on policies and approaches, and listening to what citizens think, care about and find important helps to prevent nasty surprises. Citizen feedback as an approach to CE would contribute significantly to the Agenda 2063 implementation and impact. Collecting feedback with a focus on areas such as effectiveness, inclusiveness, quality, delivery time, transaction costs, appropriateness of the service, targeting and engagement processes is essential. This can contribute to the ownership and sustainability of AU decisions and programs at the Member State level.

Why Citizen Feedback is Important

In seeking feedback from citizens, the AU would respond appropriately to pressures affecting all policy-making phases: problem identification, policy development, and decision-making to implementation and evaluation. Citizen feedback is therefore essential because:

Citizen feedback responds to calls for greater transparency and accountability. Communities across Africa desire to see better services delivered and investments. The Agenda 2063, through its investments in flagships and priority programs, is intrinsically responding to public demand for better development results and greater scrutiny by citizens. Through the citizen feedback process,s the AU will be able to work with the Member States to give information

on Agenda 2063 plans, get feedback on implementation status or experience with it, and citizens will acquire better, more correct and up-to-date knowledge. They will be better equipped to understand and monitor government activity. This creates the basis for more active citizenship.

Citizen feedback helps to meet citizens' expectations that their views be considered. Seeking out and including citizens' input into policymaking and program implementation will help the AU meet citizens' expectations that their voices will be heard and their views will be considered. By enlarging the circle of participants in policymaking and review, AU could gain access to new sources of information. By giving all interested parties the chance to contribute to policy and programs, the AU will increase the likelihood of greater accountability and impact of Agenda 2063 programs.

Therefore, a framework for feedback is built for an effective citizen feedback mechanism. Implementers must plan and act strategically based on the citizens' needs and the program requiring citizen feedback.

Methods for Conducting Citizen Feedback

Citizen Satisfaction Surveys: Citizen satisfaction surveys provide a quantitative assessment of performance and service delivery based on citizens' experience. The surveys collect data on a variety of topics. A citizen satisfaction survey is, in many ways,s a kind of opinion poll which typically asks the citizens in a specific jurisdiction for their perspectives on identified issues, such as the quality of life in the community, their level of satisfaction with government services and other associated variables. In Agenda 2063, a citizen survey would be a valuable feedback tool for the AU. They do not have to be commissioned for the whole Agenda 2063. They can be targeted to specific aspirations, priorities or even programs.

Focus Group Discussions: Focus group discussions involve gathering people from similar backgrounds or experiences to discuss a specific topic of interest. It is a form of qualitative research where questions are asked about their perceptions, attitudes, beliefs, opinion or ideas. The strength of FGD relies on allowing the participants to agree or disagree with each other so that it provides an insight into how a group thinks about an issue, the range of opinions and ideas, and the inconsistencies and variation that exists in a particular community in terms of beliefs and their experiences and practices. It is also an excellent method to use before designing questionnaires. Within the context of the Agenda 2063, these tools can be used to investigate specific issues that need to be incorporated into the 10-Year Implementation Plan or those that did not work well in the first plan.

Hotlines: A hotline is a phone line that the public can use to contact an Organisation or public institution about a particular subject. Hotlines allow people to obtain information from a public institution or give feedback. A hotline is usually a no-cost telephone line dedicated to a specific purpose and may be part of a call centre that connects to or coordinates referrals for necessary assistance. For Agenda 2063, it would be an essential feedback mechanism since it can be used at various levels – at the Member State, regional or continental level. The SMS lines are a new variation of the hotline, where participants participate through writing. Other variations include WhatsApp groups and other phone-based citizen interaction tools.

Community scorecards: A community scorecard is a community-based monitoring tool that assesses services, projects, and government performance by analysing qualitative data from focus group discussions with the community. It usually includes interface meetings between service providers and users to formulate an action plan to address identified problems and shortcomings. Community scorecards have been used quite extensively by CSOs in advocacy initiatives.

Citizen report cards: Like the community scorecard, the report cards are participatory surveys that solicit user feedback on the quality and performance of public services to raise citizen awareness and ultimately bring about reforms in the public service delivery system. An important guiding principle in the report card is to introduce market-type incentives to the functioning of public services. Public institutions are often monopolies that face no competition and lack incentive to respond to clients' needs. Citizen report cards reflect public opinions about service delivery performance in a way that isolated complaints or anecdotal evidence cannot. The report card process provides the information and pressure needed to spur public agencies into action by systematically gathering and disseminating user feedback.

Digital Engagement/Citizen engagement e-platforms: Citizen engagement e-platforms are generally defined as ICT-supported infrastructure that aids CE. These platforms are used in several governance and government initiatives that include delivery of administration services, social service delivery, participation in decision-making and the development of policymaking. CE e-platforms enable communication and deliberation amongst citizens and public institutions using internet interfaces. Citizen engagement platforms have been referred to variously, and the terms used include 'e-government', 'e-participation', 'e-democracy' and 'digital government'. The Agenda 2063 process is developing a citizen engagement platform that should meet the needs of citizens who can engage through digital systems. CE platforms can support better public service delivery and communication between citizens and public institutions. Numerous other tools and toolkits have been designed to develop user-centred, inclusive ICT products and services supporting citizen engagement. In

using tools that are ICT enabled, it is essential to underscore that ICT connectivity usually connects those who are already connected to those who are not. This means that whatever systems are used must take cognisance of ICT's limitations. For the Agenda 2063, which should work for all citizens of Africa, creating an inclusive ICT-enabled infrastructure for citizen engagement and feedback is critical.

Outcomes and indicators of successful citizen feedback

Table 4: Indicators of Effective Citizen Feedback

Variable	Indicator
Leadership of the feedback mechanism	Shared, open and inclusive leadership
Context	Trust in feedback mechanism, aligned to the preferred local mechanism.
Location of feedback	Focus on specific program outputs or focus on general issues of accountability and results
Design of feedback system	Ease of access, gender-sensitive and inclusive of both oral and written feedback
Process of feedback	Response time, feedback loop in place
Resources for feedback	Financial and human
Verification of feedback	Embedded in the M&E system

Citizen-led monitoring

What is citizen-based monitoring?

Citizen-based monitoring (CBM) is an approach to monitoring government or public institutions' performance that focuses on the experiences of ordinary citizens to strengthen public accountability and drive service delivery improvements. The objective of citizen-based monitoring is to obtain feedback from non-state players on progress and results and to systematically reflect external feedback in implementation reporting. Citizen-based monitoring is, therefore, a powerful method for effective involvement by community members in the decisions that affect their lives. Rather than suffering under poor choices and implementation, citizen-based monitoring helps community members and civil society groups to gather information, document problems, and advocate for laws to be followed and promises met. Citizen-based monitoring should be a well-organised and ongoing activity in which community members and civil society Organisations (CSOs) gather information on their analysis and priority issues in a way that answers the essential questions: what are people experiencing? How is it affecting people? Is the policy or program working? What are the problems? What could be done better? What are people's priorities for change?

Why is citizen-based monitoring important?

Citizen-based monitoring and engagement **promote mutual learning and sharing** based on citizens' experiential knowledge. Through

the monitoring process, citizens can learn about the programs of the Agenda 2063 and officials in the Member States and at the AU can learn from the feedback that is received from the citizens.

Citizen-based monitoring also **supports results-focus**. When citizens monitor development interventions, their ultimate interest is not so much on the delivered outputs but on the results that impact their lives. In the monitoring process, citizens and public officials are encouraged to focus on what matters in delivering the Agenda 2063 programs. In most cases, public officials are concerned with ensuring that they follow the laid down institutional systems and processes and may focus more on the outputs. Citizen-based monitoring allows for a shift in focus and emphasis.

Citizen-based monitoring p**romotes efficiency and effectiveness** in the development delivery of services. This is because citizens, as the final beneficiaries, always want the delivery of goods and services to meet their expectations regarding delivery time and quality. Active citizens, through the monitoring process, contribute to effective and efficient delivery.

Citizen-based monitoring **complements other official data gathering** efforts and therefore supports efforts in the triangulation of information and validation. Through the citizen engagement processes, the information generated is qualitative. This information enriches any quantitative data collected through surveys and other data collection processes.

Citizen-based advocacy is both a **monitoring mechanism and an accountability** process. Through this process, accountability relationships between state and citizens are strengthened, and trust is increased between state and citizens. Citizen-based monitoring, therefore, supports the development of effective accountability mechanisms that promote greater transparency and civic engagement. When

citizens participate in a monitoring process, they can hold leaders accountable. The Agenda 2063 would benefit tremendously from an institutionalised citizen engagement process, ensuring that commitments made under the Agenda 2063 are available for citizen scrutiny.

Methods for conducting citizen-based monitoring

There are two dominant approaches to citizen-based monitoring. One method is where the origin of the monitoring process is from the citizens, and the other is where a government institution or public institution initiates the monitoring process. For purposes of this handbook, the tools utilised will focus on citizen monitoring that a public institution originates. The means employed are similar to those used in citizen feedback. The point of departure here is that the tools focus on promoting the monitoring by citizens but are initiated through a process that a government institution leads or jointly manages by citizens and public officials. Below are some of the tools used:

Public Expenditure Tracking Surveys (PETS): This tool involves citizen groups tracing the flow of public resources to provide public goods or services from origin to destination. It can help to detect bottlenecks, inefficiencies, or corruption. This tool can be designed jointly with citizens and can be used to track a specific program of Agenda 2063 focusing on expenditures. It is a valuable tool for budget monitoring of public investments.

Social Audit – called social accounting tool – is a way of measuring, understanding, reporting, and improving an Organisation's social and ethical performance. It focuses on social performance. Social auditing creates an impact on governance. Project or program information is collected, analysed, and shared publicly in a participatory fashion during social audits. Community members conduct investigative

work at the end, sharing findings and discussing them publicly. Successful social audits happen when citizens have access to the information under inquiry and are well trained. Also, legal recourse should be an option in case of evidence of fraud or mismanagement.

Citizen report cards, citizen scorecards and satisfaction surveys: These tools were presented in (Section c.iii) above. They work as both tools for citizen feedback as well as a tools for citizen monitoring. The three tools are usually used in citizen-initiated processes, however, impact and effectiveness are mostly felt and achieved when these tools are developed jointly between citizen groups and public institutions.

Outcomes and indicators of successful citizen-based monitoring

Table 5: Indicators of effective citizen-based monitoring

Citizens are involved in the monitoring and satisfied	
Variable	**Indicator**
Leadership of the monitoring mechanism	Shared, open and inclusive leadership
Context	▪ Trust in monitoring mechanism ▪ Aligned to the preferred local mechanism
Levels of monitoring	▪ Focus on specific program outputs and indicators ▪ Focus on general issues of accountability and results
Design of monitoring system	▪ Ease of access, ▪ Gender and diversity sensitive indicators ▪ Inclusive of qualitative and quantitative approaches
Process of monitoring	▪ Response rate and time ▪ Feedback loop
Resources for monitoring	Financial and human resources at various levels
Verification of monitoring results	Adoption of triangulation approaches

Citizen Engagement Capacity Development

What is Citizen Engagement Capacity Development?

For CE to be of value to citizens, citizens must possess the requisite skills to play their roles. CE capacity development is an approach that focuses on equipping citizen groups with the skills they need to participate meaningfully in CE activities. There are many approaches to capacity development, but the integrated system (UNDP 2009) offers the best policy. The integrated system has three points where capacity is grown and nurtured. These include a) an enabling environment for capacity, b) Organisational capacity, and c) individual capacity. These three levels fluidly influence each other. The strength of each depends on and determines the strength of the others. First, enabling environment is the broad social system within which people and Organisations function. It includes all the rules, laws, policies, power relations and social norms that govern citizen

engagement. It is the enabling environment that sets the overall scope for capacity development. Second, Organisational capacity refers to the internal structure, policies and procedures determining an Organisation's effectiveness. Here, the benefits of the enabling environment are put into action, and a collection of individuals come together. The better resourced and aligned these elements are, the greater the potential for growing capacity. Third individual capacity includes skills, experiences and knowledge that allow each person to perform their part. Some skills are acquired formally through education and training, while others come informally through doing and observing. Access to resources and experiences that can develop individual capacity is primarily shaped by the Organisational and environmental factors described above, which in turn are influenced by the degree of capacity in everyone.

Why is Citizen Engagement Capacity Development important?

CE capacity development is about **transforming citizens into active participants** in the development process with the requisite capacities to improve their lives. Capacity development is, therefore, about the transformation built and sustained over time. For a long-term framework like the Agenda 2063, citizens across Africa must possess the requisite capacities to be active players in the transformation of Africa. The transformation of Africa and its citizens emanates from capacity development. This is a process that goes beyond performing tasks. It is a process that is about changing mindsets and attitudes. Capacity development transforms individuals, leaders, Organisations and societies central to developing African communities. Within the context of the Agenda 2063, there should be deliberate actions to ensure that capacity development leads to change that is generated, guided and sustained by those it is meant to benefit.

Citizen capacity development for CE is also in line with the idea that existing capacities at the community level cannot be ignored and replaced by new external capacities for transformation. There has to be a process of **transformation and not displacement** in the building of capacities of citizens. Communities, citizens, and their Organisations must be supported to build capacity that improves their institutions and individual actors. This holistic approach to capacity development is a very effective and impactful process and can go a long way in supporting the attainment of the aspirations of the Agenda 2063. This implies that while external capacities and technical assistance are necessary, they should never be about displacement but complement. This is when capacity becomes sustainable, and sustainable capacity development leads to genuinely sustainable community development, which is the spirit of the Agenda 2063.

Capacity development for CE is also an approach that **builds on citizen knowledge and local citizen resources.** It is a process that takes a holistic approach that leverages the opportunities available at the community level. The Agenda 2063 will not be attained through the use of resources by governments and other public institutions (like the AU) alone. Local resources are at the heart of community development. Local resources should always be pivotal in attaining the Agenda 2063 aspirations. Local resources embedded in people, skills, technologies, and community institutions should drive community-level sustainable change. Capacity development that looks at all these elements creates an opportunity for building inclusive partnerships between public institutions and community members. Privileging local resources can also contribute to addressing the power relations with society. Local resources can leverage indigenous and modern knowledge in handling power relations that impede community development. Issues of gender inequality between women and men,

power inequality between rich and poor, and inequalities in communities – between the mainstream and marginalised can be addressed through processes that take advantage of the local resources at the community level.

Capacity development for CE also supports **local ownership and local capacity.** While financial resources are vital, they alone cannot sustain development and even the attainment of Agenda 2063. As mentioned earlier, technical cooperation by the government and other public institutions may be appropriate to address short-term needs in some instances. While technical assistance dependent on foreign expertise contributes, it also creates a challenge as national priorities are distorted, foreign interests take over, and local ownership is compromised. Local ownership produces locally rooted and locally generated capacity development that can be sustained and is essential to the success of any development intervention.

Methods of conducting citizen engagement for capacity development

Clustering: This method is used to strengthen a sector and the Organisations that operate in that sector by promoting networking and collaboration among actors. The participants in a clustering initiative include representatives from target Organisations within a specific industry. Participation can include other stakeholder Organisations such as local governments, the private sector and cultural institutions. CSOs are supported to come together based on their strengths and challenges to form deliberate, sometimes formal cohorts. Clustering focuses on the role of networks and relationships among the various parts of a cluster — not individual Organisations — and promotes models of innovation and competitiveness. Clustering's far-reaching methodology can be applied to increase the strength of the system in which CSOs operate, whether continentally, regionally, nationally, or globally. Clustering can be a

practical methodology in the Agenda 2063. This methodology can be used to bring together like-minded Organisations under the aspirations of the Agenda 2063. This can allow Organisations to work together on issues with a comparative advantage.

Networking Events/Exposure Visits: These are capacity development interventions that promote the development of relationships among CSOs or individuals who share similar interests and participate in shared events. Such gatherings provide a space for development practitioners to connect and share knowledge and ideas. An exposure visit is a small-scale meeting that enables a small group of people from one Organisation to visit, observe, and learn from others doing similar work at a peer Organisation. These exposure visits can be organised for CSOs and government officials to visit different African countries with good examples to show that they are aligned to specific priorities of the Agenda 2063. Exposure visits root new learning in first-hand experience and observation, stimulating the spread of good practices and sparking innovation. These approaches aim to increase the knowledge base and foster an environment wherein participants can network and engage with each other by bringing together like-minded people with common goals.

Citizen Resource Hubs: A resource hub is an online or physical platform or centralised convening space that offers citizens and CSOs information, resources, and tools. It may include e-Learning courses, Agenda 2063 news, technical papers, and a platform for users to share data and experiences. Resource hubs can benefit any Organisation looking to improve by borrowing best practices. A hub serves as a repository of information, a platform for collaboration, a central resource-management tool, and a place to house and disseminates best practices. Citizen Resource Hubs would be a critical intervention in the Agenda 2063 if they

were placed in different parts of the continent to serve the diversity of citizens across Africa and disseminate the contents of Agenda 2063.

Citizen Literacy Campaigns/Training Workshops/Boot Camps: These capacity development activities are extensively used. Training gathers a selected group of participants at a single event so that they can learn or improve skills or gain knowledge in a specific discipline. Typically training addresses issues of common concern to a target group. Training may take many forms, from the hour- or day-long events focused on a single skill, to multi-day, intensive boot camps that develop skills in a larger context, to week-long conferences on innovation or policy. The training may cater to several individuals from a single Organisation or a small or large number of individuals from multiple Organisations.

Outcomes and indicators of successful citizen engagement capacity development

Table 6: Indicators of citizen engagement capacity development

Citizen capacity is built to improve citizen engagement	
Variable	Indicator
Capacity to act	▪ Ability to make choices ▪ Member's ability to implement choices and move forward strategically ▪ Resources available to perform ▪ Enabling environment ▪ Strength of leadership ▪ Clarity of mandate
Capacity to achieve results	▪ Ability to achieve outputs and outcomes in line with an Organisation's vision and mission ▪ Effective performance management of programs by Organisations
Capacity to relate	▪ Ability to be a part of the system of actors ▪ Ability to leverage resources and gain legitimacy among citizens ▪ Ability to enter into informal or formal alliances with other actors and citizen groups
Capacity to adapt	▪ Ability to react to change productively and self-renew through adopting new ideas ▪ Ability to balance stability with adaptation to new conditions ▪ Evidence of resourcefulness of Organisations and citizens ▪ Evidence of resilience of Organisations and citizens ▪ Evidence of imagination of Organisations and citizens

Capacity to integrate	▪ Ability to utilise cross-functional, cross-geographical, or cross-disciplinary teams to achieve greater coherence in programming ▪ Ability to work with a diversity of citizens in using inclusive approaches

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