



**ECONOMIC SOCIAL  
AND CULTURAL  
COUNCIL OF THE  
AFRICAN UNION**

# **STRATEGIC PLAN**

**2017-2018**





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**2017-2018**

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# Preface

In our effort to make the African Union a Union of the People, I am delighted to present the first strategic Plan of ECOSOCC, 2017-2018 ECOSOCC Strategic Plan; that constitutes the framework and general guidance for program formulation and prioritization of the Organ's policy and strategy setting, for the next two years. The Strategic Plan was prepared on the basis of the AU Constitutive Act, which sets out the vision of the African Union to build ***“an integrated, prosperous and peaceful Africa, driven and managed by its own citizen and representing a dynamic force in the international arena”***. It also considered the mandate and functions of the Organ as were assigned under Article 5 and Article 22 of the Constitutive Act of the Union. Moreover, the plan takes into account ECOSOCC's place and assigned contribution towards realization of Agenda 2063 First Ten Year Implementation Plan of 2014-2023.

Since its inception in 2004, the Organ operated without a Strategic Plan which would give it a structured short-term, medium-term and long term orientation; but nevertheless, managed to record a number positive results under the first and second Presiding Officers. Without doubt, at the heart of Africa's present day challenges are issues relating to peace, security, democratization and governance deficit, human rights abuse and exclusion and of course the inequitable distribution of our collective resources leading to the imbalance and pervasive poverty. In this regard, at the heart of this strategic plan is the African dream of an integrated continent offering real opportunities for inclusive development, security, decent livelihoods, human rights, and the free movement of people, goods and services. Indeed, these elements are central to ECOSOCC's mandate; whose realization builds on a supportive political good will and collaboration from direct key stakeholders, to whom the plan must be communicated.

ECOSOCC's transformation for a people-centred, people-driven Union is anchored on building and strengthening its structures and systems. To this end, this Strategic Plan comes at a time when ECOSOCC is under an institutional development and expansion process that includes among others ECOSOCC Secretariat planned relocation from AU Head Quarters in Addis Ababa, Ethiopia to Lusaka, Zambia; operationalization of ECOSOCC clusters; the process of building ECOSOCC regional desks and National Chapters; and proposed revision of ECOSOCC statutes in order to meet the growing need for increased participation of African CSOs in the organ. Other important initiatives include working towards increased synergies with international and regional agencies such as the United Nations, European Union, China, Turkey, RECs and related non state actors across the globe. Moreover, since the 2<sup>nd</sup> General Assembly, ECOSOCC has been involved in supporting implementation of continental and regional protocols and processes that include operationalization of Livingstone formula on Peace and Security in Africa, CSOs accreditation to election observer missions, among others.

Therefore, I wish to take this opportunity to thank the ECOSOCC leadership, particularly the Standing Committee for the support given throughout the process of developing this Strategic Plan. I must also thank the Strategic Plan Elaboration Committee for their tireless efforts in making sure that the document was prepared in good time. We want thank him for the good work done. I also wish to extend my sincere gratitude to the African Union Commission for assigning its Strategic Planning staff to support this process.

This Strategic Plan was developed under the leader of the former Presiding Officer, Mr. Joseph Chilengi. We are therefore honoured that his team provided a foundation for us to build on the successes of ECOSOCC. We therefore look forward to continuing with this good work and working with all stakeholders to develop a longer term 5 year plan that will be a successor to this plan.

Richard Ssewakiryanga  
Presiding Officer  
ECOSOCC

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## List of Acronyms

AEC	African Economic Community
AU	African Union
AUC	African Union Commission
AUCSPWG	African Union – Civil Society Provisional Working Group
CC	Credentials Committee
CIDO	Citizen Diaspora Organization
CSSDCA	Conference on Security, Stability, Development and Cooperation in Africa
CNIE	Chinese NGO Network for International Exchange
ECOSOC	Economic and Social Council
ECOSOCC	Economic, Social and Cultural Council
EU	European Union
FOCAC	Forum for China-Africa Cooperation
GA	General Assembly
ISC	Interim Standing Committee
JAES	Joint African European Strategy
MoU	Memorandum of Understanding
MSs	Member States
NEC	National ECOSOCC Chapter
OAU	Organization of African Unity
PAP	Pan-African Parliament
RECs	Regional Economic Communities
SCC	Sectoral Cluster Committees
SPEC	Strategic Plan Elaboration Committee
SPPMERM	Strategic Policy Planning, Monitoring and Evaluation - Resource Mobilization
SWOT	Strengths, Weaknesses, Opportunities and Threats
TASAM	Turkish Asian Center for Strategic Studies
TICAD	Tokyo International Conference in African Development
UN	United Nations

# CHAPTER I: BACKGROUND AND CONTEXT

## Background

1. The establishment of the Economic, Social and Cultural Council (ECOSOCC) was a culmination of several decisions to actively engage civil society in the processes and work of both the OAU and its successor, the AU, particularly with regard to Africa's integration and development. Thus, a number of declarations, charters and treaties under the auspices of both the OAU and the AU served as a precursor to its establishment.
  - a. Social groups such as those representing women, children, youth, the elderly and people with disabilities and special needs;
  - b. Professional groups such as associations of artists, engineers, health practitioners, social workers, media, teachers, sport associations, legal professionals, social scientists, academia, business organizations, national chambers of commerce, workers, employers, industry and agriculture, as well as other private sector interest groups;
  - c. Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs) and voluntary organizations;
  - d. Cultural organizations; and,
  - e. Social and professional organizations in the African Diaspora (in accordance with the definition approved by the Executive Council).
2. ECOSOCC was subsequently established during the third Ordinary Session of the AU Assembly in Addis Ababa, Ethiopia, 4-5 July, 2004, under the provisions of articles 5 (i) and 22 of the AU Constitutive Act. Its Statutes, adopted by the Assembly, define it as a statutory and advisory organ of the AU composed of various social, private sector and professional groups of member states of the union, and the African diaspora (Assembly/AU/ Dec.48 (III)). Besides, with an ultimate goal of contributing to the integration and inclusive development of the continent, the organ was created to provide a platform through which the AU could partner and engage with civil society organizations on the continent.
3. The principle of ECOSOCC is therefore to facilitate effective interface between AU Member States and their people, through partnership and engagement with African CSOs; who include, but not limited to:
  - a. Promote dialogue between all segments of African people on issues concerning the Continent and its future;
  - b. Forge strong partnerships between governments and all segments of civil society, in particular, women, the youth, children the Diaspora, organized labour, the private sector, and professional group;
  - c. Promote the participation of African Civil Society in the implementation of the policies
4. Guided by statutes, ECOSOCC's mandate includes:
  - a. Promote dialogue between all segments of African people on issues concerning the Continent and its future;
  - b. Forge strong partnerships between governments and all segments of civil society, in particular, women, the youth, children the Diaspora, organized labour, the private sector, and professional group;
  - c. Promote the participation of African Civil Society in the implementation of the policies



- and programmes of the Union;
- d. Support policies and programmes that promote peace, security and stability and foster Continental development and integration;
  - e. Promote and defend a culture of good governance, democratic principles and institutions, popular participation, human rights and social justice;
  - f. Promote, advocate and defend a culture of gender equality; and,
  - g. Promote and strengthen the institutional, human and operational capacities of the African civil society.
5. Based on the above objects, ECOSOCC was established against a background of unstructured relationships between members states and civil society in the development process. While CSOs had a direct link with the citizenry of Africa in various members states, suspicions between states and non-state actors remained deep-rooted at both national and international level, slowing down the realization of people-centred inclusive development.
  6. Following the institutionalization of ECOSOCC, various activities have been undertaken. A dialogue on a strategic plan for ECOSOCC, consultations, CSO Pre-Summit meetings, CSO Africa-EU seminars and sensitization of Africa civil societies at various levels to name a few are some of the activities implemented since its formation. Although progress has been made, institutional capacity challenges remain. These are compounded by inadequate capacity at the secretariat level in discharging its mandate. These deficiencies as highlighted by a recent report of the Panel of the Wise and 2014 internal and external audit reports of ECOSOCC include: lack of a dedicated secretariat and staff, lack of autonomy of the secretariat and independence, among others.
  7. Apart from institutional deficiencies, transitional challenges have also emerged, particularly in securing appropriate CSO candidatures in member states and regions; mainly due to technical and logistical requirements of organizing elections across the continent. Moreover, there is a striking requirement under ECOSOCC Statute for membership requiring that organizations derive at least 50% of their resources from the members of the organization. This requirement implies that most of the influential CSOs may not be eligible for membership in this advisory organ.
  8. Given that the ECOSOCC statute has been tested and that structural challenges have been witnessed as regards the effective operations of the organ, the need for reforms has become more essential than before. Further, the desire to fully establish and institutionalize national chapters and regional desks into the ECOSOCC statute has become imperative.
  9. A number of international platforms including the UN ECOSOC, EU ECOSOC, CSO Umbrella organizations in Japan, China and Turkey have expressed their readiness to closely work with AU ECOSOCC in advancement of International Partnerships for International Common Positions. It is worth noting that while CSOs are foreign policy extension for these Organizations and Governments that are ready to partner with AU ECOSOCC, African CSOs are yet to be part of Africa's foreign policy. Consequently, whereas those CSOs partner with African CSOs to advance their foreign policy, the latter do not necessarily promote African Common Positions at the international arena. Given that CSOs manifest interests and will of citizens, there is need for establishment of political goodwill for closer Government-CSOs collaboration.

10. Being part of the United Nations architecture, Africa will through AU ECOSOCC, avail a database of African CSOs that can effectively work in UN ECOSOC thematic areas. In this regard, it is intended that UN ECOSOC and AU ECOSOCC will work closely to complement each other's programmes; and herein, lies the need for value adding capacity building. Accordingly, AU ECOSOCC – UN ECOSOC annual consultations to discuss common areas of interest have been planned; and, in the spirit of People-to-People Cooperation, similar frameworks of cooperation are being established between AU ECOSOCC and EU ECOSOC, Japan, China and Turkey; and others are expected to emerge.
11. In order to domesticate the AU policies, programmes and initiatives in Member State, AU ECOSOCC and Pan-African Parliament (PAP) are working towards AU Parliament Days in Africa. It is envisaged that if this initiative is properly implemented, AU decisions and programmes, including Agenda 2063 would be easily implemented at national level. Besides, there are other important summit decisions, including: (i) that which places ECOSOCC as an entry point of engagement with the African populace, and points to the need for establishment of a mechanism for accreditation of CSOs to work and participate in AU Programmes; and, (ii) that which directs ECOSOCC to domesticate Agenda 2063 and promote African Common Positions.

## **ECOSOCC's Role in implementation of Agenda 2063 Ten Year Implementation Plan**

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12. In the course of playing its role of supporting execution of the Agenda 2063 ten year implementation plan priorities, ECOSOCC will focus on the following priorities:
- a. ECOSOCC national chapters will hold bi-annual consultations with the Member States Focal Points for Agenda 2063;
  - b. ECOSOCC shall be involved in the design, implementation, monitoring and evaluation of Agenda 2063, and through National Advisory Groups on Agenda 2063, prepare a continental monitoring and evaluation report from the perspective of the national and regional CSOs;
  - c. Building capacities to support effective implementation of Agenda 2063 at continental, regional and national levels. This includes the establishment and operationalization of ECOSOCC national chapters and regional desks;
  - d. Setting up agenda 2063 focal points at national chapters for advocacy, tracking implementation of Agenda 2063 at national level, and promotion of public education and participation; and creating guidelines to facilitate social accountability by all stakeholders;
  - e. Ensuring that Agenda 2063 focal points within national chapters to conduct bi-annual reviews and produce advocacy reports showing the level of national leadership commitment to/and progress towards the design, implementation, monitoring and evaluation of Agenda 2063; and,
  - f. Tapping into AU domestically sourced funds to finance in-country ECOSOCC designated focal points on Agenda 2063.

## Rationale for developing the strategic plan

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13. Following establishment of ECOSOCC in July 2004, a number of initiatives geared towards facilitating implementation of its mandate have been executed. These include consultations, CSO Pre-Summit meetings, CSO Africa-EU seminars, sensitization of Africa civil societies at various levels, and a number of other activities. These achievements were realized against a backdrop of lack of adequate implementation structure at continental, regional and national levels; and, severely inadequate human and financial resources, among other challenges. Whereas ECOSOCC's mandate is very clear, these impediments point to the fact that ECOSOCC has not been able to adequately provide CSOs on the continent as well as the Diaspora a platform of engagement. Also, due to this, the organ has not been able to adequately perform its advisory function to other organs of the Union. Moreover, over the years, a number of fundamental developments within the operating environment have taken place, including the development, adoption and operationalization of Agenda 2063, which requires that ECOSOCC plays its role of popularizing and domesticating it; even as it handles other widening roles with regard to dynamic CSOs and Diaspora issues.
14. Indeed, it has now increasingly become clear that effective implementation of the mandate of the organ hinges on developing and operationalizing its structures and capacities. Therefore, this Strategic Plan offers the organ an opportunity to objectively look outwards for opportunities as well as impediments to implementation of its mandate; even as it looks inwards for strengths and weakness that affect its operational capacities to implementation of its programmes.
15. It is worth noting that this first ECOSOCC Strategic Plan has been designed to cover only two years, January 2017- December 2018. This is due to the fact that as an organ of the African Union, ECOSOCC will be playing its role in implementing Agenda 2063, through its First Ten Year Implementation Plan (FTYIP) 2014-2023. In line with a policy practice that organs implement Agenda 2063 FTYIP, through two 5 year Mid-Term plans, ECOSOCC plans to develop its second Strategic Plan to cover the second part of Agenda 2063 FTYIP, i.e 2019 – 2023.

## The process of developing the Strategic Plan:

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16. The Strategic Plan development process was fully encompassing and participatory. It greatly benefited from stakeholder inputs starting with grassroots, the Strategic Plan Elaboration Committee (SPEC), the General Assembly, and other Key Stakeholders of ECOSOCC. This was done through the following process:
- a. As part of the preliminary consultations on the development of strategic plan, in July and August 2016, the SPEC engaged stakeholders at grassroots, by administering a questionnaire (both English and French versions) to all General Assembly members. Another questionnaire was also administered to Sectoral Cluster Committees. The data generated from the questionnaires was used to develop ideas for the development of this strategic plan;

- b. The Strategic Plan Review process, conducting of a situational analysis, discussions and agreeing on the roadmap for the development of the Strategic Plan meeting was held in Livingstone 22-23 September, 2016;
- c. Framing and agreeing on the Mission Statement of ECOSOCC; Elaboration of Strategic Objectives, Strategies and Activities to pursue; and, drawing a draft Organizational Structure for ECOSOCC was done in a meeting held in Nairobi on 13-16 November, 2016;
- d. Reviewing Strategic Objectives, Strategies, and Activities to pursue; Development of a results framework, as well as a Logical Framework for ECOSOCC; and Annual Targets was done in a meeting held in Nairobi on 05-09 December, 2016;
- e. Finalizing implementation arrangements, Monitoring and Evaluation; Agreeing on Actions to pursue for 2017 and 2018, and subsequent budgets; drafting and editing the draft Strategic Plan document was done in a meeting held in Nairobi on 27-30 December, 2016;
- f. Presenting the draft Strategic plan document to the General Assembly and Other Key Stakeholders for review and adoption and,
- g. Presenting the draft Strategic plan document to AU Assembly for Adoption in January Summit, 2018.

## CHAPTER II: SITUATIONAL ANALYSIS

### Global Perspective

17. During the cold war period, most of the states institutionalised centralised authority and command economies. The violation of human rights became widespread. This may have been due to the fact that a number of Western governments were bent on creating state alliances with little concern about issues of governance and democracy. With the demise of the cold war, human rights, education, democracy, and conflict resolution have become part of the new aid and security paradigm. Also, the terms 'democracy' and 'governance' have gained currency in both developed and developing countries. There has been a global transformation from centralised to market-oriented economies. The new era saw the emergence of democratic political regimes in Africa and the former Soviet Union. In the early 1990's, for instance, the number of African countries holding competitive elections increased. Today, issues of governance and democracy have become central in countries undergoing political transitions.
18. The increase in internal conflicts in many underdeveloped countries has made aid policy focus on improving internal and domestic relations. Concern over good governance and civil society has become central in many transitional as well as developing countries. This environment has been a window for the strong emergence of civil society, as a vibrant civil society has been seen as lifeblood of democracy and stability. On another front, the establishment of CSO globally has been associated with the birth of various networks within the sector. These networks cut across continental boundaries in a bid to create leverage in the pursuit of their strategic objectives. Although this development has had its successes and failures, one striking feature is that the non-state actor have been efficient in popularising the democratic tenets in many parts of the world. In light of this, their recognition has become widespread.

### Continental level

19. At continental level, as indicated, the recognition of CSOs was heralded by decisions and charters emanating from OAU and AU meetings. Most notable of these include: the Declaration on the political and socio-economic situation in Africa and the fundamental changes taking place in the world' ( OAU Assembly, 1990); the African Charter for Popular Participation in Development and Transformation (OAU Assembly, Arusha, 1991); the Abuja treaty establishing the African Economic Community ( AEC) (1991); the Conference on Security, Stability, Development and Cooperation in Africa ( CSSDCA) whose

operational principles were contained in the Kampala Document on the CSSDCA ( 1991); the “ solemn declaration on the CSSDCA, adopted by the AU Assembly of Heads of States and Government in 2000; and the establishment of AU- Civil Society Provisional Working Group (AUCSPWG) in 2002, with a mandate to

develop accreditation criteria for CSOs, a code of conduct for CSOs and modalities for the operationalization of ECOSOCC. The AUCSPWG developed the ECOSOCC statutes that were later adopted by the AU assembly, putting in motion processes for the effective operationalization of the interim ECOSOCC.

## Institutional Level

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20. In order to appreciate the environment in which ECOSOCC was institutionalized, it is vital to examine the processes heralding the setting up the ECOSOCC General Assembly. In line with latter, a General Civil Society Conference which represented an interim General Assembly of ECOSOCC, was held in Addis Ababa on 24 March 2005. This forum elected an AU-Civil Society Provisional Working Group, which acted as the Interim Standing Committee (ISC) of ECOSOCC. The mandate of the ISC was to facilitate the organization of elections of CSO representatives from National, regional, continental and diaspora constituencies in preparation for the launch of permanent ECOSOCC Assembly. However, ISC’s core mandate of organizing elections to usher in a permanent ECOSOCC within the two years period given to it by the AU assembly did not materialize. As such, a new mandate was secured to extend its interim operations to December 2007, with further directives to take the necessary measures to ensure that the process of elections into the post-interim assembly was completed within this period.

21. With the extension of the mandate from the AU Executive Council , several measures were put in place in a path to the creation of a permanent Assembly. These included - development of a work programme with its roadmap and a template for elections; draft application form for distribution to prospective candidates, and defining the procedures and channels to be followed in submitting completed application forms to the credentials committee. To this end, CSO representatives into the permanent ECOSOCC General Assembly and eight continental CSOs to the Assembly were elected on October 2007 at the headquarters of the AU in Addis Ababa, Ethiopia. Subsequently, election of national CSO representatives for 25 countries as well as representatives for the East, West and Southern African regions followed. The foregoing delayed the process of in implementing certain decisions. This has been one of the lessons learnt.

## Current Developments

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22. Although positive results have been registered in ECOSOCC operations, including operationalization of clusters, the situation still faces some shortcomings. Despite that national chapters are a lifeblood of ECOSOCC for implementation of various AU programmes, initiatives and policies at national level, only eight (8) of these chapters have been established at Members State level on an interim basis. In view of this, there is lack of full participation and inclusivity in the AU structure that need to be addressed. Also, the lack of Regional Desks presents a gap as ECOSOCC strives to create effective synergies and collaboration at regional level. It is in this spirit that this strategic plan becomes important so that strengths and weakness are fully appreciated based on the global, continental and domestic perspectives.
23. As regards to elections into ECOSOCC General Assembly, 20 Member States still have to hold elections due to a number of varied reasons. In this regard, the Organ intends to work closely with Member States to ensure full representation. On the other hand, ECOSOCC statutes provides for 20 Diaspora seats in the General Assembly, none has so far been taken as Diaspora chapters are yet to be organized to conduct elections. The Diaspora as defined by the African Union, has made the choice of a formula for elections that avoids exclusion to be a daunting task. Ad hoc arrangements were made to permit some form of Diaspora presence at different meetings. It is however envisaged that the General Assembly in consultation with the Executive Council puts in place a formula that will ensure the participation of Diaspora into the participation of ECOSOCC General Assembly.

## Stakeholder Analysis

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24. ECOSOCC exists to serve its direct stakeholders; when developing this Strategic Plan, a stakeholder analysis was therefore conducted to understand what their expectations from the organ were; these are summarized below in Table 1. This was important as meeting those expectations was key to developing initiatives for the realization of the continental agenda which African Citizens are the centre.

**Table 1: Stakeholder Analysis**

<b>Stakeholder</b>	<b>What they do</b>	<b>Stakeholder Expectations</b>
<b>African Union Organs</b>	Support ECOSOCC in policy development and implementation Participation in programmes and activities of the AU including promoting the overall principle and objective of the union	Evidence-based advice and partnership in implementing AU Programmes Popularization of AU policies, programmes and initiatives Support the implementation of AU policies, programmes and initiatives at continental, regional and national levels
<b>RECs</b>	They consolidate regional policies and initiatives Support policy development and programme implementation at Regional level	Establishment and operationalization of Regional ECOSOCC Desks to provide evidence-based advice and partnership in programme implementation
<b>Member States</b>	They make executive decisions and recommendations Drive programme implementation at National level Provide resources for programme implementation Promoting dialogue and partnership between Member States, their people and among the African people themselves	Facilitate establishment and operationalization of National ECOSOCC Chapters to provide evidence-based advice and partnership in programme implementation, including Agenda 2063
<b>Civil Society Organizations (CSOs)</b>	Building blocks of ECOSOCC A platform for popularizing AU policies, programmes and initiatives	Provision of a platform for promoting dialogue with Member States and other Stakeholders for people-centred and people-driven Union for realization of various continental initiative programmes and initiatives Building the capacity of African CSOs including operationalization of article 20 of the Protocol relating to the establishment of the Peace and Security Council of the African Union
<b>EU ECOSOC</b>	They lobby and influence European Union Member States They jointly implement JAES with ECOSOCC	Active involvement of ECOSOCC in lobbying for implementation of JAES initiatives



<b>Stakeholder</b>	<b>What they do</b>	<b>Stakeholder Expectations</b>
<b>UN ECOSOC</b>	Promote collective action for sustainable development by facilitating international cooperation on standard setting and problem solving on socio-economic issues	Advice and partnerships in implementation of CSOs initiatives at continental, regional and national levels
<b>Other UN Agencies</b>	Financial and technical support for programme implementation	Advice and partnerships in implementation of CSOs initiatives at continental, regional and national levels
<b>Other International CSOs and Platforms (Turkey, India, China, etc)</b>	Financial and technical support for programme implementation	Joint programme implementation
<b>Partners</b>	Provide financial and technical support for programme implementation	Results-based programme implementation and reporting

## **SWOT Analysis of the ECOSOCC**

25. In a bid to develop appropriate objectives and initiatives geared towards meeting stakeholder expectations, amid the operating environment as captured in the foregoing situational analysis, Strengths, Weakness, Opportunities, and Threats (SWOT) analysis was conducted. This was important as it looked outward for positive and negative elements; and also, internally for capacities and faults that would affect the work of ECOSOCC, as its positions itself to deliver on its mandate. Table 2: below, presents summary issues on strengths, weaknesses, opportunities and threats that would influence implementation of ECOSOCC's programmes.

**Table 2: SWOT Analysis**

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> <li>▶ Visionary Leadership</li> <li>▶ Vast and rich variety of experiences and skills</li> <li>▶ Elected members of GA are not donor driven</li> <li>▶ ECOSOCC creates the bridge between Member States and local population</li> <li>▶ Political visibility as an organ of the AU</li> <li>▶ ECOSOCC presence/participation in international fora</li> <li>▶ Ability to influence policy decisions through its advisory mandate</li> <li>▶ Establishment of interim National Chapters</li> <li>▶ Systematic reporting and sharing of meeting outcomes by the leadership</li> <li>▶ Growing Autonomy</li> <li>▶ Operationalization of all the Sectoral Cluster Committees</li> <li>▶ Ability to contribute and participate at regional, international and local level.</li> </ul>	<ul style="list-style-type: none"> <li>▶ No Strategic Plan</li> <li>▶ Absence of a dedicated ECOSOCC secretariat</li> <li>▶ No staff at the Secretariat</li> <li>▶ Inaccessibility to approved fund</li> <li>▶ Limited collaboration with other AU organs</li> <li>▶ Interpretation challenges impeding effective communication</li> <li>▶ Logistics challenges</li> <li>▶ No clear modalities to integrate the Diaspora</li> <li>▶ Lack of financial support to National Chapters</li> <li>▶ Incomplete General Assembly composition</li> <li>▶ Under representation of women.</li> <li>▶ Lack of programme funding</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▶ The collaboration between the sectoral clusters and AUC Departments</li> <li>▶ Growing recognition and visibility of ECOSOCC</li> <li>▶ Technological advances ( use of technology)</li> <li>▶ Partnership, Exchanges &amp; Growing networks ( e.g. JAES, FOCAC, TASAM, TICAD, CNIE, etc)</li> <li>▶ New geopolitical dynamics – democratisation</li> <li>▶ Potentials of the African diversity</li> <li>▶ Participation of ECOSOCC in Electoral Observation missions of the AU</li> <li>▶ Population dividend on the continent</li> <li>▶ Potential and ability to mobilise resources</li> <li>▶ Collaboration with RECs</li> <li>▶ Interest from African Diaspora</li> <li>▶ Accreditation process by ECOSOCC to harmonise CSO consultations with AU</li> </ul>	<ul style="list-style-type: none"> <li>▶ Political interference</li> <li>▶ Risk of manipulation from external parties</li> <li>▶ Competing objectives among institutions and existing perception</li> </ul>

## CHAPTER III: THE STRATEGIC DIRECTION

### Background

26. ECOSOCC's 2017-2018 Strategic Plan was prepared on the basis of the AU Constitutive Act, which sets out the vision of the African Union as to build "an integrated, prosperous and peaceful Africa, driven and managed by its own citizen and representing a dynamic force in the international arena", the mandate and mission statement of the Organ (ECOSOCC).
27. The mission statement of the Organ was derived from the AU Vision and took account of ECOSOCC's key features as an organ of the AU charged with consultative and advisory roles to other organs of the Union. Also, it considered ECOSOCC as a civil society continental platform of engagement on Cultural and Socio-economic issues. In addition, it took into account the first ten-year implementation plan of Agenda 2063.
28. The connection between the 2017-2018 Strategic Plan of ECOSOCC and the statutes and instruments of the Union is thus shown below in Figure 1.

Figure 1: ECOSOCC's Strategy map



## Strategic Direction

29. The Strategic Direction of ECOSOCC is detailed in Table 3 below, which presents the AU Vision, ECOSOCC’s Mission, Mandate and Functions of ECOSOCC, Overall Goal and Expected Outcomes of the Strategic Plan.

**Table 3: Foundations of the Strategic Plan**

<b>AU Vision</b>	“An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena”
<b>Mission</b>	An African citizenry platform for engagement on cultural and socio-economic issues, that serves a consultative and advisory role to the African Union for Africa’s inclusive development
<b>Mandate</b>	<ul style="list-style-type: none"> <li>• Promote dialogue between all segments of African people on issues concerning the Continent and its future;</li> <li>• Forge strong partnerships between AU Member States and all segments of civil society, in particular, women, the youth, children the Diaspora, organized labour, the private sector, and professional group;</li> <li>• Promote the participation of African Civil Society in the implementation of the policies and programmes of the Union;</li> <li>• Support policies and programmes that promote peace, security and stability and foster continental development and integration;</li> <li>• Promote and defend a culture of good governance, democratic principles and institutions, popular participation, human rights and social justice;</li> <li>• Promote, advocate and defend a culture of gender equality;</li> <li>• Promote and strengthen the institutional, human and operational capacities of the African Civil Society</li> </ul>

<b>Functions</b>	<p>As an advisory organ of the African Union, ECOSOCC shall:</p> <ul style="list-style-type: none"> <li>• Contribute, through advice, to the effective translation of the objectives, principles and policies of the Union into concrete programmes, as well as the evaluation of these programmes;</li> <li>• Undertake studies that are recommended or deemed necessary by any other organ of the Union and submit recommendations accordingly;</li> <li>• Carry out other studies as it deems necessary and submit recommendations as appropriate;</li> <li>• Contribute to the promotion of popularization, popular participation, sharing of best practices and expertise, and to the realization of the vision and objectives of the Union;</li> <li>• Contribute to the promotion of human rights, the rule of law, good governance, democratic principles, gender equality and child rights;</li> <li>• Promote and support efforts of institutions engaged in review of the future of Africa and forge Pan-African values in order to enhance an African social model and way of life;</li> <li>• Foster and consolidate partnership between the Union and CSOs through effective public enlightenment, mobilization and feedback on the activities of the Union;</li> <li>• Assume such other functions as may be referred to it by any other organ of the Union.</li> </ul>
<b>Overall Goal</b>	African citizenry fully engage and dialogue on cultural and socio-economic issues for attainment of inclusive development

<p><b>Outcomes</b></p>	<p><b>Outcome 1: African cultural and socio-economic issues are correctly understood and addressed</b></p> <p>Working towards realization of this outcome, the Organ will put in place a defined mechanism for effective engagement and participation of African citizenry on cultural and socio-economic issues. It is envisaged that this will be done by initiating interaction and working with various African citizenry to develop criteria, as well as, develop and operationalize mechanisms and modalities for effective engagement and participation. In addition, the Organ will establish an active platform for creating, capturing, processing and sharing new and existing knowledge on cultural and socio-economic issues in Africa. It is envisaged that by creating a mechanism for effective engagement and participation, African citizenry will use the mechanism to access the knowledge management platform created in a more holistic manner. Essentially, this means that evidence-based cultural and socio-economic issues will be put on the table for all to discuss and reach collective understanding of African shared values.</p>
	<p><b>Outcome 2: People-driven policies, programmes and initiatives are developed and implemented for full achievement of Africa’s inclusive development</b></p> <p>As African citizenry platform of engagement and participation, ECOSOCC will work with stakeholders to ensure that National and Diaspora chapters are fully engaged and strengthened for effective engagement and participation of civil society organizations. The Organ will also seek to enforce legal provisions to ensure that only ECOSOCC accredited CSOs and Diaspora chapters are engaged in AU conferences and events; and that each Gender is equally engaged in ECOSOCC programmes. Besides, the Council will effectively play its consultative and advisory role to other organs of the Union.</p>
	<p><b>Outcome 3: Improved synergies, coordination, stakeholder appreciation of ECOSOCC value-addition in the implementation of AU policies, programmes and initiatives</b></p> <p>In order to achieve synergy, coordinated implementation and stakeholder appreciation of its programmes, ECOSOCC will seek to establish and institutionalize a framework for consulting and working with relevant stakeholders. Besides, Organ will seek to be fully engaged in developing, popularizing and following up on implementation of AU programmes. It will also work with relevant stakeholders for the realization of Common African Positions (CAPs).</p>
	<p><b>Outcome 4: Effective implementation of ECOSOCC programmes</b></p> <p>Under this outcome, the Council will work with relevant stakeholders to put in place frameworks for resourcing financial, human and other resources for effective programme implementation. Besides, the Council will develop and operationalize a framework for effective internal coordination; as well, it will develop and implement a communication strategy for structured communication and information sharing with stakeholders.</p>

## Strategic Objectives, Strategies and Activities to pursue

30. Towards realization of its mission, outcomes and other elements of its strategic plan, ECOSOCC will implement the following Strategic Objectives, Strategies and Activities herein under Table 4.

**Table 4: Strategic Objectives, Strategies and Activities to pursue**

Outcomes	Strategic Objectives	Strategies	Activities
<b>Outcome 1:</b> <b>African cultural and socio-economic issues are correctly understood and addressed</b>			
	<b>Strategic Objective 1:</b> To provide a platform for engagement on cultural and socio-economic issues in Africa	1.1. Identify and operationalize mechanisms for effective engagement and participation of the African Citizenry towards the realization of cultural and socio-economic emancipation	1.1.1. Initiate interaction with various African citizenry to appreciate the existing framework for interaction on cultural and socio-economic issues  1.1.2. Set up mechanisms for effective engagement and participation of the African Citizenry towards the realization of cultural and socio-economic emancipation
		1.2. Establish and operationalize a mechanism for knowledge management on Africa's cultural and socio-economic issues	1.2.1. Create a platform for knowledge management  1.2.2. Create, acquire, process and store knowledge  1.2.3. Share knowledge with relevant stakeholders

Outcomes	Strategic Objectives	Strategies	Activities
<b>Outcome 2:</b> <b>People-driven policies, programmes and initiatives are developed and implemented for full achievement of Africa’s inclusive development</b>			
	<b>Strategic Objective 2:</b> To promote full participation and inclusivity of the civil society in Africa’s cultural and socio-economic development	1.1. Establish and strengthen national and diaspora chapters for effective engagement and participation of civil society organizations	1.1.1. Conduct a mapping exercise and identify operational levels of ECOSOCC chapters  1.1.2. Implement recommendations of the mapping exercise to complete the establishment of national chapters  1.1.3. Conduct consultations on the state of play with CIDO and other stakeholders  1.1.4. Liaise with relevant stakeholders to develop the criteria for interaction with the Diaspora
		1.2. Review and recommend legal mechanisms for effective participation and inclusivity of African citizenry	1.2.1. Constitute and operationalize a technical team to identify gaps and review the ECOSOCC legal framework 1.2.2. Implement recommendations of the review exercise
		1.3. Operationalize active implementation of the African Union Gender parity provision	1.3.1. Strictly implement AU Gender parity provisions at General Assembly and its structures as enshrined in the ECOSOCC statutes 1.3.2. Advocate for attainment of Gender parity at national level



Outcomes	Strategic Objectives	Strategies	Activities
<b>Outcome 3:</b> <b>Improved synergies, coordination, stakeholder appreciation of ECOSOCC value-addition in the implementation of AU policies, programmes and initiatives</b>			
	<b>Strategic Objective 3.</b> To contribute towards building strong partnerships with AU organs, RECs, Member states and other stakeholders for effective implementation of programs	1.1. Build synergies for coordinated implementation of children, youth, women, the Diaspora, organized labour, the private sector, and professional groups' programs	1.1.1. Map, review existing systems and networks of programme implementation  1.1.2. Establish and institutionalize a framework for consultation
		1.2. Participate in agenda-setting, popularization and implementation of the Agenda 2063 and other policies, programmes and initiatives of the African Union, including promotion of peace and security initiatives	1.2.1. Review existing capacities at national chapters for effective participation of CSOs in AU policies, programmes and initiatives and implement recommendations  1.2.2. Create linkages and strengthen relationships with AU organs for increased synergy and harmonized implementation of AU programmes; and shared values  1.2.3. Institute modalities for popularizing AU policies, programmes and initiatives; and shared values
		1.3. Promote the realization of Common African Position(CAPs) by collaborating with relevant stakeholders including International CSOs and Platforms	1.3.1. Build a common understanding on issues affecting African Citizenry  1.3.2. Identify and engage international CSOs on issues of common interest in the international fora

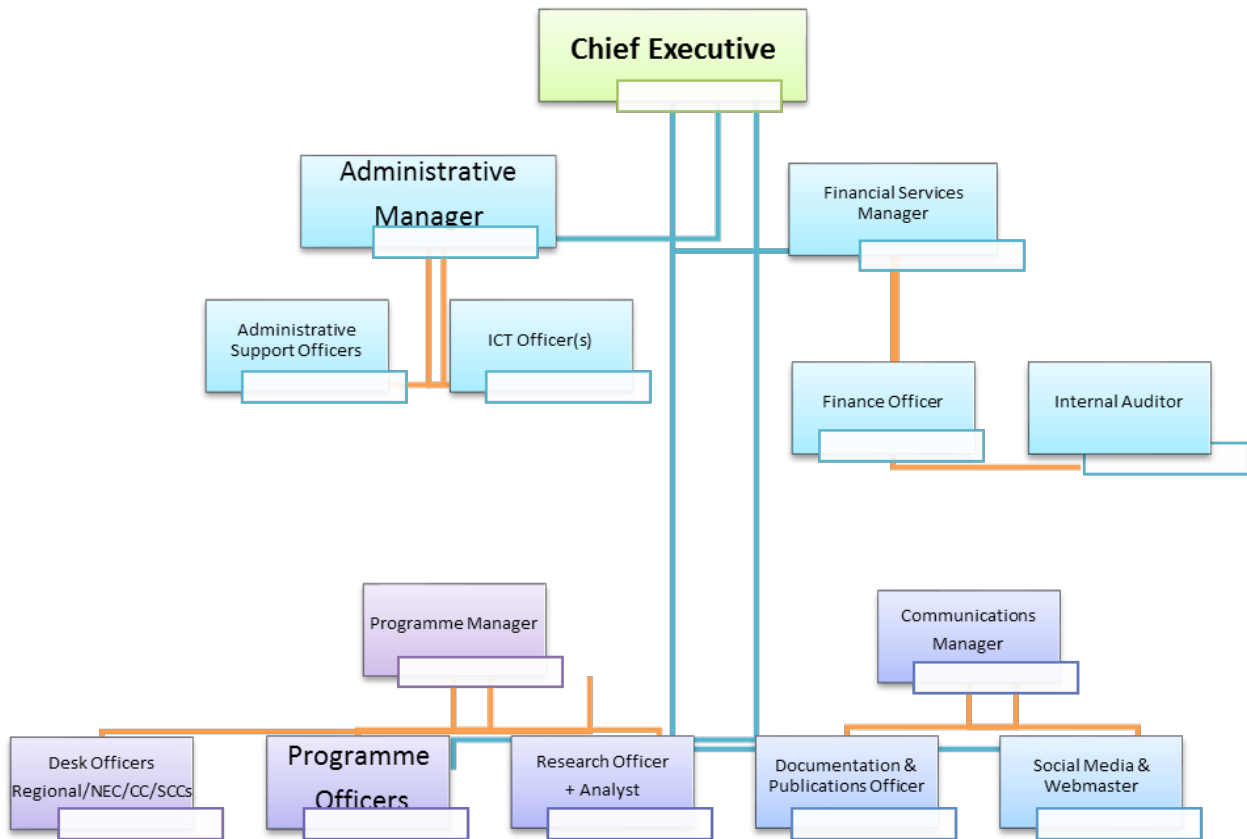
Outcomes	Strategic Objectives	Strategies	Activities
<b>Outcome 4: Effective implementation of ECCOSOCC programmes</b>			
	<p><b>Strategic Objective 4:</b> To strengthen institutional, human and operational capacities of ECOSOCC for effective programme implementation</p>	<p>1. 2. 3. 4. 4.1. Put in place a human resource structure for effective programme implementation</p> <p>4.2. Establish a framework for funding and resource mobilization</p> <p>4.3. Develop and operationalize a framework for effective internal coordination</p> <p>4.4. Establish a system for smooth communication and information flow</p>	<p>4.1.1. Develop and operationalize an organizational structure for ECOSOCC</p> <p>4.1.2. Adopt, adapt and implement AU staff rules and regulations</p> <p>4.2.1. Adopt, adapt and implement the African Union Resource mobilization strategy</p> <p>4.2.2. Amend the relevant provision of ECOSOCC statutes on extra budget resources to align it to AU financial rules and regulations</p> <p>4.3.1. Review existing organizational structures for enhanced coordination, efficiency and effectiveness</p> <p>4.3.2. Operationalize a framework for implementing approved structures</p> <p>4.4.1. Develop and implement a communication strategy</p>

# CHAPTER IV: IMPLEMENTATION ARRANGEMENTS, MONITORING & EVALUATION

## Implementation Arrangements

31. Implementation of this strategic plan will be mainly coordinated by internal structures that are proposed in Figure 2 below

Figure 2: ECOSOCC’s Organogram



32. ECOSOCC's internal structures will be headed by the Chief Executive Officer (CEO). Reporting to the Bureau of ECOSOCC, the CEO will be responsible for the day-to-day running of the organ. Comprising of four departments: Administration, Financial Services, Programmes, and Communication, each of these departments will be head by a Manager and assisted by respective Officers. However this structure will be harmonized with the ongoing AU structural reforms.

33. ECOSOCC plays a crucial role to facilitate the full participation and inclusivity of

African Citizenry on Cultural, Socio-Economic emancipation. And in line with its mandate, the Organ will play a facilitating role through building and strengthening structures at National, Regional and Diaspora levels, advocacy, knowledge management, advisory and policy dialogue roles to AU Organs. The principles of complementarity and subsidiarity will therefore remain the heart of ECOSOCC Agenda to realize meaningful contribution to the welfare of African Citizenry, as well as, placing her competitively in global arena. In this context, ancillary to the foregoing organogram, other stakeholders will play the following roles.

## The Diaspora

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34. The Diaspora have a stake and an interest in the happenings on the continent. They contribute to Africa's socio-economic development; and to this end, ECOSOCC will work with them to facilitate the setting up of Diaspora Chapters that will bring together the Diaspora and offer them a platform to dialogue on cultural and Socio-economic issues affecting the continent.

## Regional Economic Communities (RECs):

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35. RECs provide regional priorities into the development of continental frameworks, and translate these continental frameworks into concrete regional and continental programmes in close collaboration with Member States. ECOSOCC will therefore work with RECs to complement their Civil Society agenda in their respective regions by facilitating the setting up and operationalizing regional desks to coordinate citizen participation in regional and continental arena.

## Member States (at National Level):

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36. Member States will facilitate the establishment of national ECOSOCC chapters as a framework for accountability of elected members, as well as, a conduit for disseminating information and mobilizing support for AU programmes and activities. Therefore the setting up of National Chapters would play a key role of bringing together in-country CSOs for unity of purpose and strengthened operational capacities of CSOs to implement AU policies, programmes and initiatives. These chapters will therefore be the platform for dialogue and engagement with Member States, even as they link CSOs to ECOSOCC. Like ECOSOCC at continental level, the National Chapters will set up and operationalize Standing and Sectoral Cluster Committees.

## Other AU Organs:

37. ECOSOCC plays an advisory role to AU Organs, with which the Organ will closely collaborate for effective programme implementation.

In the course of implementation, ECOSOCC will therefore work the following key actors to realize a number of outputs, as illustrated herein under in Table 5:

**Table 5: Key Actors in Strategy Implementation**

Outcomes	Outputs	Strategies to pursue	Key Actors
<b>Outcome 1</b>			
<b>African cultural and socio-economic issues are correctly understood and addressed</b>			
	<b>Output 1.1.</b> A defined mechanism for effective engagement and participation towards the realization of cultural and socio-economic emancipation is put in place	<b>Strategy 1.1.</b> Identify and operationalize mechanisms for effective engagement and participation of the African Citizenry towards the realization of cultural and socio-economic emancipation	<b>Internal:</b> ECOSOCC Standing Committee; African Citizenry (National Chapters, Diaspora Chapters); RECS; Members States  <b>External:</b> UN ECOSOC, EU ECOSOC, TASAM, CNIE, etc
	<b>Output 1.2.</b> New and existing knowledge on cultural and socio-economic issues in Africa is created, captured, processed and shared	<b>Strategy 1.2.</b> Establish and operationalize a mechanism for knowledge management on Africa's cultural and socio-economic issues	<b>Internal:</b> ECOSOCC Standing Committee; National Chapters; Regional Desks; Diaspora Chapters; AU Organs  <b>External:</b> UN ECOSOC, EU ECOSOC, TASAM, CNIE, etc
<b>Outcome 2</b>			
<b>People-driven policies, programmes and initiatives are developed and implemented for full achievement of Africa's inclusive development</b>			
	<b>Output 2.1.</b> National and Diaspora chapters are fully engaged in AU programmes	<b>Strategy 2.1.</b> Establish and strengthen national and diaspora chapters for effective engagement and participation of the civil society organizations	<b>Internal:</b> ECOSOCC Standing Committee; National Chapters; Regional Desks; Diaspora Chapters; AU Organs; Member States  <b>External:</b> UN ECOSOC, EU ECOSOC, TASAM, CNIE, etc

Outcomes	Outputs	Strategies to pursue	Key Actors
	<b>Output 2.2.</b> ECOSOCC accredited CSOs and Diaspora chapters are fully engaged in AU conferences and events	<b>Strategy 2.2.</b> Review and recommend legal mechanisms for effective participation and inclusivity of African citizenry	<b>Internal:</b> General Assembly; Standing Committee; National Chapters; Regional Desks; Diaspora Chapters
	<b>Output 2.3.</b> Equal representation of each Gender in ECOSOCC programmes attained	<b>Strategy 2.3.</b> Ensure equal representation of each Gender in ECOSOCC programmes	<b>Internal:</b> General Assembly; Standing Committee; National Chapters; Regional Desks; Diaspora Chapters
<b>Outcome 3.</b> <b>Improved synergies, coordination, stakeholder appreciation of ECOSOCC value-addition in the implementation of AU policy, programmes and initiatives</b>			
	<b>Output 3.1.</b> Coordinated implementation of ECOSOCC programmes	<b>Strategy 3.1.</b> Build synergies for coordinated implementation of children, youth, women, the Diaspora, organized labour, the private sector, and professional groups' programs	<b>Internal:</b> Standing Committee; National Chapters; Regional Desks; Diaspora Chapters; AU Organs; RECs; Member States
	<b>Output 3.2.</b> ECOSOCC is fully engaged in developing, popularizing and following up on implementation of AU programmes	<b>Strategy 3.2.</b> Participate in agenda-setting, popularization and implementation of the Agenda 2063 and other policies, programmes and initiatives of the African Union, including promotion of peace and security initiatives	<b>Internal:</b> ECOSOCC Standing Committee; National Chapters; Regional Desks; Diaspora Chapters; AU Organs; RECs; Member States
	<b>Output 3.3.</b> ECOSOCC Collaborates with relevant international CSOs and Platforms for the attainment of African Common Positions (CAPs)	<b>Strategy 3.3.</b> Promote the realization of Common African Position(CAPs) by collaborating with relevant stakeholders including International CSOs and Platforms	<b>Internal:</b> General Assembly; Standing Committee; National Chapters; Regional Desks; Diaspora Chapters; AU Organs  <b>External:</b> UN ECOSOC, EU ECOSOC, TASAM, CNIE, etc

Outcomes	Outputs	Strategies to pursue	Key Actors
<b>Outcome 4.</b> <b>Effective implementation of ECCOSOCC programmes</b>			
	<b>Output 4.1.</b> Adequate qualified staff are deployed to support programme implementation	<b>Strategy 4.1.</b> Put in place a human resource structure for effective programme implementation	<b>Internal:</b> General Assembly; Standing Committee; National Chapters; Regional Desks; Diaspora Chapters; AU Organs; ECOSOCC Secretariat
	<b>Output 4.2.</b> Adequate financial resources are available to support programme implementation	<b>Strategy 4.2.</b> Establish a framework for funding and resource mobilization	<b>Internal:</b> General Assembly; Standing Committee; AU Organs; ECOSOCC Secretariat
	<b>Output 4.3.</b> ECOSOCC programmes are effectively coordinated	<b>Strategy 4.3.</b> Develop and operationalize a framework for effective internal coordination	<b>Internal:</b> General Assembly; Standing Committee; National Chapters; Regional Desks; Diaspora Chapters; ECOSOCC Secretariat
	<b>Output 4.4.</b> Effective communication and information flow attained	<b>Strategy 4.4.</b> Establish a system for smooth communication and information flow	<b>Internal:</b> General Assembly; Standing Committee; National Chapters; Regional Desks; Diaspora Chapters; ECOSOCC Secretariat

## Monitoring & Evaluation (M&E)

38. Monitoring is a continuous function that uses systematic collection of data on specified indicators to provide management and other main stakeholders of an on-going project with indications of the extent of progress and achievement of objectives and progress in the use of allocated resources. Monitoring is therefore on-going collection of information to find out what is working and what is not working and fix it as you go. On the other hand, evaluation is not about collecting information, it is about critically looking at information and analyzing it to make judgment.
39. In this regard, M & E is the systematic collection and analysis of information, in order to improve decision making and enhance organizational learning, with the ultimate aim of designing and implementing programmes that better meet stakeholder needs and expectations.
40. ECOSOCC is therefore looking into developing a monitoring and evaluation system that will determine the kind of information that needs to be collected; who is going to collect this information; when, how often is it relevant to collect this information; who is going to document the information collected; who is

going to analyze this information, and how often; and what are we going to do with this analyzed information. Essentially, the analyzed information will be used as a platform for learning and performance; where it will be used for advising on improving on-going programme implementation; and also, creating knowledge and information to be shared with key stakeholders as well as, used for future programming.

41. The M&E Framework to the ECOSOCC Strategic Plan will serve four main purposes

- To provide information on quarterly / semi-

annual and annual basis to the Standing Committee on progress towards the level of attainment of planned outcomes and outputs;

- To serve as the platform for revisions / updates for of the outputs / indicators and the targets set;
- To enhance evidenced based Organ / Operational level decision making; and lastly,
- To link the outcomes / outputs to resources expended and ascertain the operational efficiency level of the Organ.

## Monitoring and Evaluation Arrangements

42. To remove ambiguities with respect to when each ECOSOCC level is expected to deliver on the roles assigned in the monitoring and evaluation chain, a monitoring cycle showing the hierarchy level, the roles and responsibilities (deliverables) and their due dates is being proposed in Table 6, herein under as part of the plan implementation monitoring framework.

**Table 6: Stakeholder roles and responsibilities in the monitoring cycle.**

Level	Stakeholder	Roles and Responsibilities	Monitoring Cycle
<b>Continental</b>	General Assembly	i) Prepare and submit advisory opinions and reports as appropriate to the AU	As required
		ii) Review, recommend and approve key policy issues	As required
		iii) Adopt the strategic plan and submit it to the AU policy organs for approval	January 2017
		iv) Approve and amend the code of ethics and conduct of CSOs	As required
		v) Recommend amendments to the established sectoral cluster committees	As required
		vi) Propose amendments to the ECOSOCC statutes	As required



<b>Level</b>	<b>Stakeholder</b>	<b>Roles and Responsibilities</b>	<b>Monitoring Cycle</b>
	Standing Committee	<ul style="list-style-type: none"> <li>i. Coordinate the work of ECOSOCC</li> <li>ii. Prepare the strategic plan and follow up on its implementation</li> <li>iii. Prepare and submit annual budget proposals to the AU for approval</li> <li>iv. Prepare annual work plans</li> <li>v. Consolidate and review monitoring and evaluation reports</li> <li>vi. Prepare the meetings of the general assembly</li> <li>vii. Follow up on the implementation of the code of Ethics and conduct</li> <li>viii. Follow up on the implementation of the strategic plan, monitor and evaluate its implementation and report to the standing committee</li> </ul>	<p>On going Nov-Dec 2016; On-going February/March Annually</p> <p>Every February</p> <p>Quarterly, semi-annually and annually</p> <p>Once every two years; as required</p> <p>On-going</p>
	Sectoral cluster committees	<ul style="list-style-type: none"> <li>i. Prepare advisory opinions and reports of ECOSOCC</li> <li>ii. Formulate opinion and provide inputs into the policies and programmes of the African Union</li> </ul>	<p>As required</p> <p>On-going</p>
	Credential Committee	Examining credentials of members of ECOSOCC and those of their representatives	As required
<b>Regional</b>	Regional desks	Coordination of ECOSOCC activities at regional level, in liaison with RECs and other relevant stakeholders	On-going
<b>National</b>	National chapters	<ul style="list-style-type: none"> <li>i. These are the main focal points of ECOSOCC at national level</li> <li>ii. Overall planning, implementation, monitoring and evaluation of ECOSOCC activities at national level</li> <li>iii. Recommend the accreditation of CSOs and ensure compliance to the code of ethics and conduct of ECOSOCC</li> <li>iv. Support the implementation of AU policies, programmes and initiatives at national level</li> <li>v. Monitor compliance to AU policies, programmes and initiatives at national level</li> </ul>	On-going

Level	Stakeholder	Roles and Responsibilities	Monitoring Cycle
	National Sectoral clusters	<ul style="list-style-type: none"> <li>i. Prepare advisory opinion and reports to national chapters</li> <li>ii. Follow up on the implementation of the national action plans, monitor and evaluate its implementation and report to the national chapter</li> <li>iii. Provide a link and work closely with ECOSOCC sectoral clusters</li> <li>iv. Advise national chapters on compliance to AU policies, programmes and initiatives at national level</li> </ul>	On-going

## Annual Targets

43. For proper tracking of implementation, the Strategic Plan has imbedded targets for 2017 as well as 2018. It is therefore expected that the agreed set targets detailed in Appendix 2 will be used to measure performance of implementation against agreed indications therein.

## Critical Success Factors

44. Coming from the risk and assumptions column of the ECOSOCC log-frame detailed in Appendix 1, the following factors have been identified as key enabling conditions for successful implementation and initiatives

### 1. Political & Macro-Economic stability

The success of ECOSOCC is anchored on a supportive political good will and collaboration from direct key stakeholders namely other AU organs, RECs and Member States; who will be playing a key role in establishment and operationalization of ECOSOCC structures including national chapters and regional desks. This is a critical factor as ECOSOCC programmes and initiatives are dependent on mutual trust, cooperation and support. In this regard, efforts will be made to build political good will and support from all stakeholders as ECOSOCC seeks to advocate, participate and monitor the implementation of AU programmes including Agenda 2063. Further, ECOSOCC is cognizant

that proper implementation of AU human rights charter, AU Shared Values, as well as gender parity provisions are central in achieving its mandate. Moreover, a healthy macro-economic environment is key to successful implementation of ECOSOCC activities on the continent. To this end as ECOSOCC implements its programmes, it will closely monitor developments in the economic environment.

### 2. Timely Availability of Resources

Timely availability of both operational and programme resources is critical to the success of the implementation of ECOSOCC programmes. To this end, ECOSOCC will build partnerships with relevant stakeholders to mobilize adequate

financial, human and other resources for programme implementation. In addition to tapping into traditional funding sources within the AU, the Organ will work closely with other partners outside the AU fraternity.

### **3. Stakeholder Participation**

It is expected that effective participation of the African citizenry will lead to a common understanding of cultural and socio-economic issues by all stakeholders. It is also envisaged that this will build and inculcate ownership, as well as, collective commitment in designing, implementing, monitoring and evaluating of ECOSOCC programmes. Through its structures, ECOSOCC will therefore seek to ensure that it works with all key stakeholders as it implements its programmes.

### **4. Independent Secretariat for ECOSOCC**

Fundamentally, the Organ must be transformed to be more proactive in implementation of many of the policies and programmes of the Union. This will be done by building and strengthening its structures; and creating, acquiring, storing and sharing knowledge for it to effectively play its consultative and advisory roles to the Union through provision of evidence-based advice. In this regard, for ECOSOCC to properly execute its mandate and functions, it must be run by an independent secretariat that has full capacity to independently implement programmes for a people-centred, people-driven Union. To this end, the Secretariat needs to be established and strengthened to effectively support establishment and coordination of national chapters and regional desks. For this to happen, ECOSOCC statutes need to be amended to support relocation and enhanced independence.

- Key stakeholder institutions on the continent as well as ordinary African citizens must be made aware of the work of the Organ, in order to strengthen their ownership and involvement. In this regard, an aggressive communication strategy involving press, TV, brochures among others will therefore be undertaken to popularize this Strategic Plan.
- Within the African Union, a culture of integrated thinking should be nurtured and strengthened such that the Union acts in unity of purpose as it pursues its vision. In the course of implementing this strategic plan, ECOSOCC will work to enhance collaborative approach with other AU organs.

### **Other Success Factors**

45. In addition to enabling conditions that were picked from ECOSOCC Log frame, other enabling factors are necessary for the plan to be successful in achieving its goal and impacts. These include

## CHAPTER V: PROGRAMME BUDGET AND FINANCING ARRANGEMENTS

### Programme Budget per Outcome

46. The budget for 2017-2018 ECOSOCC Strategic Plan has been prepared to drive the realization of its outcomes through planned strategic objectives and activities under each programme. The budget has been prepared taking into account the relevant AU budget preparation guidelines and does not include the operational budget of the Organ.

A summarised programme budget breakdown for each of the four objectives for the two year period of the Strategic Plan is indicated in the Table 7 below

**Table 7: Programme Budget Summary**

Strategic Objective	2017	2018
<b>Strategic Objective 1:</b> To provide a platform for engagement on cultural and socio-economic issues in Africa	980,000	1,100,000
<b>Strategic Objective 2:</b> To promote full participation and inclusivity of the civil society in Africa's cultural and socio-economic development	545,000	930,000
<b>Strategic Objective 3:</b> To contribute towards building strong partnerships with AU organs, RECs, Member States and other stakeholders for effective implementation of programs	1,300,000	920,000
<b>Strategic Objective 4:</b> To strengthen institutional, human and operational capacities of ECOSOCC for effective programme implementation	1,740,000	1,510,000
Total budget (each year)	4,565,000	4,460,000
<b>Total Strategic Plan</b>		<b>9,025,000</b>

The detailed budget for the two year Strategic Plan is outlined in the Programme Implementation Matrix, Appendix 3.

## Financing Arrangements

47. It is expected that financing arrangements for the Strategic Plan Budget including financial resource mobilisation will be guided by African Union financial rules and regulations. In addition to tapping into traditional funding sources within the AU, ECOSOCC will build partnerships with relevant stakeholders in order to mobilize adequate financial, human and other resources for programme implementation.

# APPENDICES

## Appendix 1: ECOSOCC Strategic Plan: Logical Framework Matrix

Logical Intervention	Objectively Verifiable Indicators	Means of Verification	Assumptions
<b>Goal</b> African citizenry fully engage and dialogue on cultural and socio-economic issues for attainment of inclusive development	Extent of Inclusive development realized	Survey Report	Political, Macro-economic stability
<b>OUTCOMES</b>			
<b>Outcome 1</b> African cultural and socio-economic issues are correctly understood and addressed	Level of articulation and involvement in cultural and socio economic issues	Surveys, focal groups discussions	African citizenry will have a common understanding of cultural and socio-economic issues
<b>Outcome 2</b> People-driven policies, programmes and initiatives are developed and implemented for full achievement of Africa’s development agenda	Levels of appreciation, perception and understanding of AU initiatives	- M&E reports - Survey reports of levels of appreciation, perception and understanding of AU initiatives	- Political goodwill from member states - CSOs willingness to participate in AU programmes
<b>Outcome 3</b> Improved synergies, coordination, stakeholder appreciation of ECOSOCC value-addition in the implementation of AU programmes	Stakeholder perception on ECOSOCC programmes and initiatives	- M&E reports - Survey reports on perception and understanding of ECOSOCC programmes and initiatives	- Political goodwill from key stakeholders (AU organs, RECs and MSs)

Logical Intervention	Objectively Verifiable Indicators	Means of Verification	Assumptions
<b>Outcome 4</b> Effective implementation of ECCOSOCC programmes	<ul style="list-style-type: none"> <li>- Stakeholder satisfaction</li> <li>- % of operational efficiency</li> </ul>	<ul style="list-style-type: none"> <li>- Survey reports</li> <li>- Focus groups</li> <li>- M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>- Political goodwill and support from key stakeholders</li> </ul>
<b>OUTPUTS</b>			
<b>Output 1.1.</b> A defined mechanism for effective engagement and participation towards the realization of cultural and socio-economic emancipation put in place	<ul style="list-style-type: none"> <li>- Number of national chapters engaged for establishment,</li> <li>- Number of national chapters established</li> <li>- Number of national chapters fully operational</li> <li>- Number of regional desks established and operationalized</li> <li>- Number of CSOs accredited to ECOSOCC</li> </ul>	<ul style="list-style-type: none"> <li>- Annual reports</li> <li>- Monitoring and Evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>- Political good will from member states</li> <li>- Timely availability of resources</li> </ul>
<b>Output 1.2</b> New and existing knowledge on cultural and socio-economic issues in Africa is created, captured, processed and shared	<ul style="list-style-type: none"> <li>- Number of stakeholders accessing new &amp; existing knowledge from ECOSOCC sources</li> <li>- Number of studies carried out</li> </ul>	<ul style="list-style-type: none"> <li>- ECOSOCC Websites</li> <li>- M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of financial and human resources</li> </ul>
<b>Output 2.1.</b> National and Diaspora chapters are fully engaged in AU programmes	<ul style="list-style-type: none"> <li>- Number of national clusters fully operational and engaged in the thematic areas of the AU</li> <li>- Number of Diaspora region chapters operational</li> <li>- Number of Diaspora regions fully involved in AU programmes</li> </ul>	<ul style="list-style-type: none"> <li>- M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>- Political goodwill of the member states</li> <li>- CSOs willingness to participate in the AU programmes</li> <li>- Diaspora regions willingness to participate in the AU programmes</li> <li>- Timely availability of financial resources</li> </ul>

Logical Intervention	Objectively Verifiable Indicators	Means of Verification	Assumptions
<b>Output 2.2.</b> ECOSOCC accredited CSOs and Diaspora chapters are fully engaged in AU conferences and events	<ul style="list-style-type: none"> <li>- Number of accredited CSOs fully engaged in AU conferences and events</li> <li>- Number of accredited Diaspora chapters fully engaged in AU conferences and events</li> </ul>	M&E reports	<ul style="list-style-type: none"> <li>- ECOSOCC accredited CSOs and Diaspora chapters willing to participate in AU conferences and events</li> <li>- Political goodwill of Organs and Member States</li> <li>- Timely availability of financial resources</li> </ul>
<b>Output 2.3.</b> Equal representation of each Gender in ECOSOCC programmes	<ul style="list-style-type: none"> <li>- Number of each gender represented in ECOSOCC programmes</li> </ul>	M&E reports	<ul style="list-style-type: none"> <li>- Political goodwill to implement Gender parity provisions</li> </ul>
<b>Output 3.1</b> Coordinated implementation of ECOSOCC programmes	<ul style="list-style-type: none"> <li>- Number of key stakeholders (AU organs, RECs and MSs) collaborating with ECOSOCC</li> <li>- Number of programmes jointly implemented with key stakeholders</li> </ul>	M&E reports	<ul style="list-style-type: none"> <li>- Political goodwill from key stakeholders (AU organs, RECs and MSs)</li> </ul>
<b>Output 3.2</b> ECOSOCC is fully engaged in developing, popularizing and following up on implementation of AU programmes	<ul style="list-style-type: none"> <li>- Number of national chapters participating in domesticating Agenda 2063</li> <li>- Number of national chapters involved in AU programmes</li> <li>- Number of AU organs actively collaborating with ECOSOCC</li> <li>- Number of regional desks actively involved in AU programmes</li> </ul>	M&E reports	<ul style="list-style-type: none"> <li>- AU organs willingness to collaborate (breaking silo mentality)</li> <li>- Timely availability of financial resources</li> <li>- CSOs willingness to participate in the AU programmes</li> </ul>



Logical Intervention	Objectively Verifiable Indicators	Means of Verification	Assumptions
<b>Output 3.3.</b> ECOSOCC Collaborates with relevant international CSOs and Platforms for the attainment of African Common Positions (CAPs)	<ul style="list-style-type: none"> <li>- Number of Partnerships formed with International CSOs and Platforms</li> <li>- Number of Issues addressed through Partnerships formed with International CSOs and Platforms</li> </ul>	<ul style="list-style-type: none"> <li>- ECOSOCC annual reports</li> <li>- M &amp; E Reports</li> </ul>	International CSOs and Platforms willing to cooperate
<b>Output 4.1.</b> Adequate qualified staff are deployed to support programme implementation	<ul style="list-style-type: none"> <li>- Human resource organizational structure in place</li> <li>- Number of staff recruited</li> <li>- Number of staff trained</li> </ul>	<ul style="list-style-type: none"> <li>- ECOSOCC annual reports</li> <li>- Human resource reports</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of an attractive remuneration package</li> <li>- Timely available of financial resources</li> </ul>
<b>Output 4.2.</b> Adequate financial resources are available to support programme implementation	<ul style="list-style-type: none"> <li>- Financial resource mobilization strategy in place</li> <li>- Amounts of financial resources mobilized</li> </ul>	<ul style="list-style-type: none"> <li>- ECOSOCC annual reports</li> <li>- Financial reports</li> </ul>	<ul style="list-style-type: none"> <li>- Key stakeholders willing to financially support ECOSOCC</li> </ul>
<b>Output 4.3</b> ECOSOCC programmes are effectively coordinated	<ul style="list-style-type: none"> <li>- Operational and coordination framework in place</li> <li>- % reduction of overlaps</li> <li>- Timeliness of programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>- ECOSOCC annual reports</li> </ul>	<ul style="list-style-type: none"> <li>- An independent Secretariat is put in place to oversee and coordinate implementation of ECOSOCC Programmes</li> <li>- Timely available of financial resources</li> <li>- Availability of human resources</li> </ul>
<b>Output 4.4.</b> Effective communication and information flow attained	<ul style="list-style-type: none"> <li>- Communication strategy document</li> <li>- Number of hits on ECOSOCC website</li> <li>- Number of enquires on ECOSOCC activities</li> <li>- Level of stakeholder perception on the state of information and communication</li> </ul>	<ul style="list-style-type: none"> <li>- M&amp;E reports</li> <li>- ECOSOCC Website</li> <li>- Survey reports</li> </ul>	<ul style="list-style-type: none"> <li>- Timely availability of financial resources</li> </ul>

	Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
1.1.1.	Initiate interaction with various African citizenry to appreciate the existing framework for interaction on cultural and socio-economic issues			
1.1.2.	Set up mechanisms for effective engagement and participation of the African Citizenry towards the realization of cultural and socio-economic emancipation			
1.2.1.	Create a platform for knowledge management			
1.2.2.	Create, acquire, process and store knowledge			
1.2.3.	Share knowledge with relevant stakeholders			
1.1.1.	Conduct a mapping exercise and identify operational levels of ECOSOCC chapters			
1.1.2.	Implement recommendations of the mapping exercise to complete the establishment of national chapters			
1.1.3.	Conduct consultations on the state of play with CIDO and other stakeholders			
1.1.4.	Liaise with relevant stakeholders to develop the criteria for interaction with the Diaspora			
2.2.1.	Constitute and operationalize a technical team to identify gaps and review the ECOSOCC legal framework			
2.2.2.	Implement recommendations of the review exercise			
2.3.1.	Strictly implement AU Gender parity provisions at General Assembly and its structures as enshrined in the ECOSOCC statutes			
2.3.2.	Advocate for attainment of Gender parity at national level			

3.1.1.	Map, review existing systems and networks of programme implementation			
3.1.2.	Establish and institutionalize a framework for consultation			
3.2.1.	Review existing capacities at national chapters for effective participation of CSOs in AU policies, programmes and initiatives and implement recommendations			
3.2.2.	Create linkages and strengthen relationships with AU organs for increased synergy and harmonized implementation of AU programmes; and shared values			
3.2.3.	Institute modalities for popularizing AU policies, programmes and initiatives; and shared values			
3.3.1.	Build a common understanding on issues affecting African Citizenry			
3.3.2.	Identify and engage international CSOs on issues of common interest in the international fora			
4.1.1	Develop and operationalize an organizational structure for ECOSOCC			
4.1.2	Adopt, adapt and implement AU staff rules and regulations			
4.2.1	Adopt, adapt and implement African Union Resource mobilization strategy			
4.2.2	Amend the relevant provision of ECOSOCC statutes on extra budget resources to align it to AU financial rules and regulations			
4.3.1.	Review existing organizational structures for enhanced coordination, efficiency and effectiveness			
4.3.2.	Operationalize a framework for implementing approved structures			
4.4.1.	Develop and implement a communication strategy			

## Appendix 2: Annual Targets Matrix

Outcome	Output Indicators	Annual Targets	
		2017	2018
<b>Outcome 1</b> African cultural and socio-economic issues correctly understood and addressed	Number of member states engaged to facilitate for establishment of national chapters	22	24
	Number of national chapters established	15	25
	Number of national chapters fully operational	15	20
	Number of regional liaison desks established and operationalized	2	2
	Number of CSOs accredited to ECOSOCC	25	30
	Number of stakeholders accessing new & existing knowledge from ECOSOCC sources	150	300
	Number of studies carried out	1	1
<b>Outcome 2</b> People-driven policies, programmes and initiatives developed and implemented for full achievement of Africa's development agenda	Number of regional desks actively involved in AU programmes	2	2
	Number of national clusters fully operational and engaged in the thematic areas of the AU	10	15
	Number of Diaspora region chapters operational	1	2
	Number of Diaspora regions fully involved in AU programmes	1	2
	Number of accredited CSOs fully engaged in AU conferences and events	80	10
	Number of accredited Diaspora chapters fully engaged in AU conferences and events	2	2
	Number of each gender represented in ECOSOCC programmes (Female/Male)	20/80	30/70

<b>Outcome 3</b> Improved synergies, coordination, stakeholder appreciation of ECOSOCC value-addition in the implementation of AU programmes	Number of key stakeholders (AU organs, RECs and MSs) collaborating with ECOSOCC (AU Organs+RECs+Member states )	27 (2+3+22)	30 (2+3+25)
	Number of national chapters participating in domesticating Agenda 2063	8	15
	Number of national chapters involved in AU programmes	8	15
	Number of programmes jointly implemented with key stakeholders	3	5
	Number of hits on ECOSOCC website	150	300
	Number of enquires on ECOSOCC activities	30	100
	Level of stakeholder perception on the state of information and communication	40%	55%
<b>Outcome 4</b> Effective implementation of ECCOSOCC programmes	Human resource organizational structure in place	1	0
	Number of staff recruited	20	25
	Number of staff trained	5	5
	Financial resource mobilization strategy in place	1	0
	Amounts of financial resources mobilized	USD 5 million	USD 5 million
	Operational and coordination framework in place	1	0
	% reduction of overlaps	20%	30%
	Timeliness of programme implementation	45%	50%
	Communication strategy document	1	0

## Appendix 3: Programme Implementation Matrix