ECOSOCC
Economic Social & Cultural Council

The Voice of the
African Citizenry

ECOSOCC CSO TOOLKIT

Monitoring of Agenda 2063

Prosperous
Integrated
Democratic
Peaceful
Cultured
People Driven
Partnerships

Agenda 2063
The Africa we Want

An Organ of the
African Union

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“An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in global arena”

Agenda 2063
The Africa we Want

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LIST OF ACRONYMS

ACHPR	African Court on 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-New Partnership for Africa's Development
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 Community 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

CHAPTER 1

About the CSO Training Toolkit on Monitoring Agenda 2063

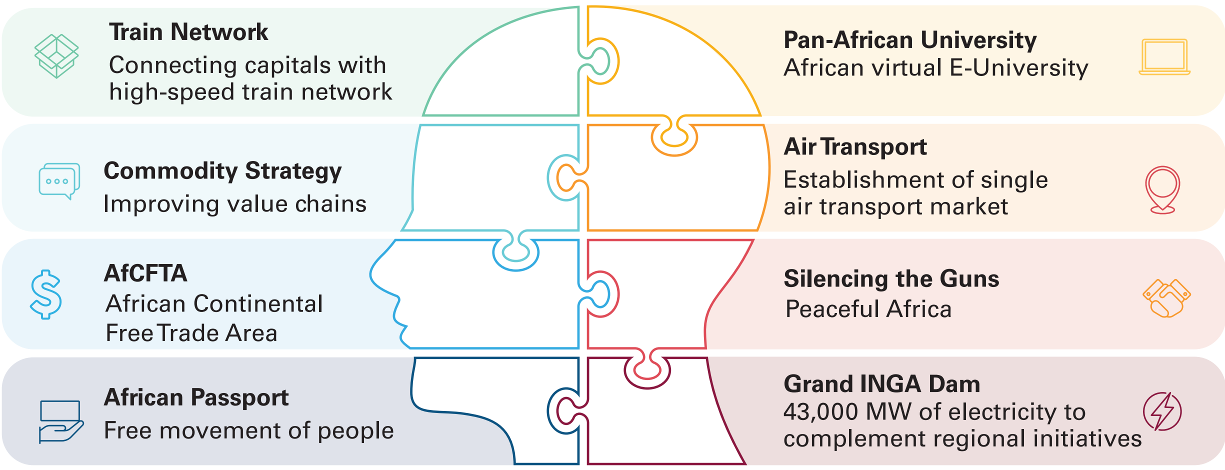
The CSO Training Toolkit includes indicators, policy guidance and related publications to help CSOs realise the aspirations of Agenda 2063.

1.1 Purpose of Toolkit

The purpose of this Civil Society Organisation (CSO) Training Toolkit on Monitoring Agenda 2063 is to support CSOs in monitoring Agenda 2063 projects. The objective of the toolkit is to improve CSOs' understanding of Agenda 2063 and their role in its implementation and to serve as a tool for building their capacity to develop quantitative and qualitative indicator-based approaches to monitoring the performance of Agenda 2063. The toolkit builds on ongoing approaches to citizen participation in the African Union (AU) organs and, thus, guides users through practical steps to improve citizen participation in AU processes, in this case, the Agenda 2063.

Citizens and their organizations often provide critical feedback on the results of programme delivery and are, therefore, essential knowledge brokers in implementing Agenda 2063. Given the enormity of the commitments under Agenda 2063, its implementation is bound to be concerned primarily with the inputs and the realization of actual results as reflected in the completion of flagship projects (see figure 1) and its impact on people's lives.

Figure 1.1: Agenda 2063 Flagship Projects



In this regard, experiential knowledge from citizens – generated through robust monitoring systems – is a critical tool in helping to measure results and in ensuring the alignment of goals with impact. Therefore, this toolkit is a compilation of selected tools that CSOs can use in strengthening their contribution to monitoring the implementation of Agenda 2063. It provides details on how to find out about Agenda 2063 aspirations, policies and programmes, as well as ideas, examples and strategies to monitor implimentation. It also explains how to use this information to advocate for changes that benefit people across Africa.

1.2 What is a toolkit?

A toolkit is not a textbook or an instruction manual. It contains only some of the information needed to understand a particular topic. Imagine a real toolbox to understand what a toolkit is good for. When you first open a toolbox, you might examine the entire box to familiarize yourself with the contents. After that, however, you will rarely need all the tools at once but will often choose your tools according to the task at hand. For example, if you are building a house, you might frequently use the saw and hammer in your toolbox. You may need a screwdriver and pliers more for another task, such as changing a car battery. Some of the tools in your toolbox may never be used.

1.3 Who is this toolkit for?

The development of this toolkit is consistent with the African Union's vision to "build an integrated, prosperous and peaceful Africa, driven and managed by its citizens and representing a dynamic force in the international arena". Therefore, the collection of tools in it is for CSOs across Africa – or citizens of Africa and their organizations working in diverse ways to support the realization of the above continental vision.

CHAPTER 2

Institutional Frameworks

2.1 AU Legal and Normative Frameworks Supporting CSO Monitoring of Continental efforts

As part of the continental efforts to promote effective and meaningful citizen participation, mutual accountability and broad inclusivity in public policy processes, the AU has adopted several decisions, protocols and charters relating to its engagement with citizens. The sub-sections below provide an overview of the major frameworks within which CSO efforts must be situated.

2.1.1 The 1990 African Charter for Popular Participation in Development and Transformation

This charter recognises the role of people's participation in Africa's recovery and development efforts. It recommends, among other things, actions to be taken by Governments and other stakeholders towards building an enabling environment for authentic popular participation in the development process and encourages people and their organisations to undertake self-reliant development initiatives.

2.1.2 2002 African Union Constitutive Act

The founding legal instrument of the African Union, the AU Constitutive Act, serves as the major framing document for the continental organization. In outlining its framing principles, the Act provides in Article 4 (c) for the "participation of the African peoples in the activities of the Union".

2.1.3 The 2003 Maputo Protocol

The Protocol for the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (known as the Maputo Protocol) was adopted in 2003 by African Heads of State and Government to address women's rights. Among other aspects, the Protocol provides in Article 2(I)(e) for Member States to "combat all forms of discrimination against women through appropriate legislative, institutional and other measures. In this regard, they shall integrate a gender perspective in their policy decisions, legislation, development plans, programmes and activities and in all other spheres of life." [1]

2.2. Relevant AU Documents providing for Citizens' participation

Several detailed reviews have been conducted on 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 success factors for the continent's development is the effective inclusion, empowerment and full participation of the African citizenry.

[1] See Article 2(I)(e) of the African Union Protocol on Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, Available at https://au.int/en/treaties/protocol-african-charter-human-and-peoples-rights-rights-women-africa

2.3 Institutional Frameworks Supporting CSO Monitoring of Continental efforts

Similar to the existence of relevant legal frameworks guiding the participation of CSO, several institutional frameworks provide the necessary entry points for the involvement of CSOs in the monitoring of continental efforts. They include the following:

2.3.1 The Economic, Social and Cultural Council of the African Union (ECOSOCC)

ECOSOCC is a unique advisory organ for African CSO engagement with the AU. Composed exclusively of civil society organizations, the establishment of 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, several declarations, charters and treaties under the auspices of the OAU and the AU served as a precursor to its establishment. The principle of ECOSOCC is to interface between the AU Member States and their people through partnership and engagement with African CSOs.

2.3.2 Pan-African Parliament (PAP)

The Pan-African Parliament 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." Its primary objectives and functions, according to the Protocol to the Abuja Treaty relating to the Pan-African Parliament, are to participate in creating 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.

2.3.3 African Peer Review Mechanism (APRM)

The AU's African Peer Review Mechanism was established in 2003 as a voluntary self-monitoring process by Member States for identifying drivers of change and socioeconomic development in Africa.

The APRM review process has five thematic areas:

a. Democracy and political governance
b. Economic governance and management
c. Corporate governance
d. Socio-economic development
e. State resilience.

At the 28th AU General Assembly of Heads and States and Government (January 2017), the Member States extended the APRM's mandate to include monitoring the implementation of Agenda 2063 and the Sustainable Development Goals (SDGs). This extension enables the APRM to facilitate the participation and engagement of African citizens in the development of the continent and inclusive transformation.

2.3.4 The African Governance Architecture

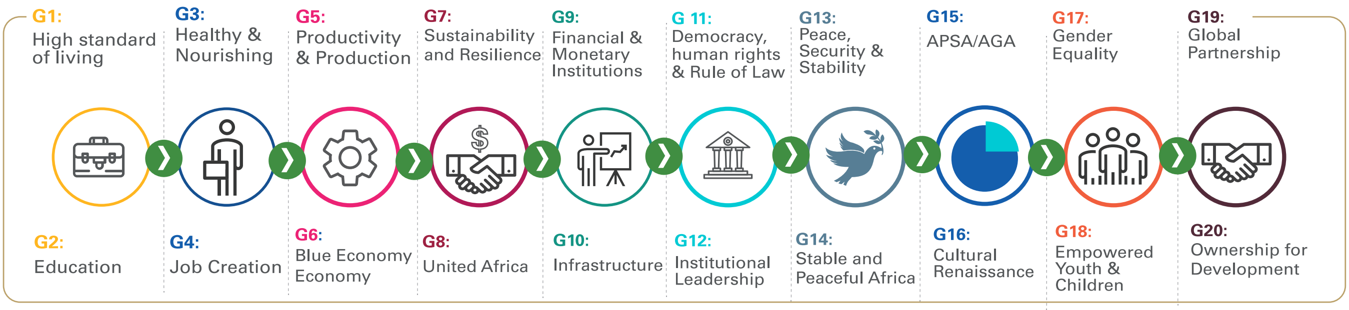
The African Governance Architecture (AGA) was established as a political and institutional framework for promoting democracy, governance and human rights in Africa. Key to its work is creating a framework for dialogue among stakeholders to promote and harmonise the AU's Shared Values and participatory governance on the continent. In ensuring popular participation in attaining and sustaining democracy, governance and human rights in Africa, AGA developed a Youth Engagement Strategy (AGA-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

2.4. Overview of Agenda 2063

The Agenda 2063 is a home-grown shared long-term continental transformation framework that seeks to shape Africa's development trajectory. This unique development agenda sets forth a fifty-year vision of development and growth that is inclusive and sustainable and that optimizes the use of the continent's resources for the benefit of all. It is to be implemented through 10-Year Action Plans spanning the duration of the vision.

Agenda 2063 is also a call for action to re-energize the African citizenry, for a collective effort and an opportunity for Africa to take charge of its destiny through efforts and processes owned, driven and managed by its citizens. It aims to be fully participatory, with the full engagement of women and youth, in particular, to rekindle the spirit of working together to confront the continent's challenges. In this spirit, the formulation of Agenda 2063 was not detached from Africans. Extensive consultations and analytical work were undertaken to ensure the Agenda was comprehensive and inclusive. The consultations sought views from Africans from various sectors, including people in the diaspora, government officials from member states, youth and women, media organisations, regional economic communities (RECs) and AU bodies. National plans of member states were examined, as well as past and current REC and AU frameworks in all sectors.

Figure 2.1: Agenda 2063 Goals



The goals of Agenda 2063 are to transform the continent's nations into democratic, peaceful and innovative powerhouses that will aim to be global players in the next 50 years in seven major areas, known as Aspirations, as indicated in figure 2.2

Figure 2.2: Agenda 2063 Aspirations

In its efforts to implement the **Agenda 2063**, the AU employs two main approaches (domestication and popularization) to engage African citizens and regional economic communities.

Domestication refers to incorporating the objectives of Agenda 2063 into policies and programs of member states and RECs. Popularization is defined as enhancing citizens' awareness and taking the **Agenda 2063** to the people to mobilize national stakeholders, including government/public administration, private sector, NGOs, CSOs, including women and youth groups.

Engagement, domestication and popularization of Agenda 2063 take place at three levels, as indicated in the figure below:

Figure 2.3: Levels of Agenda 2063 Enagements

Continental Level

This level, encompasses AU Organs, especially the AU Commission (AUC), technically responsible for setting the broad results framework and overall monitoring and evaluation referring to inputs from the RECs and Member States.

Regional Level

This entails the RECs. The RECs are expected to adapt the Agenda 2063 results framework to regional peculiarities and facilitate and/or coordinate the implementation efforts of member states.

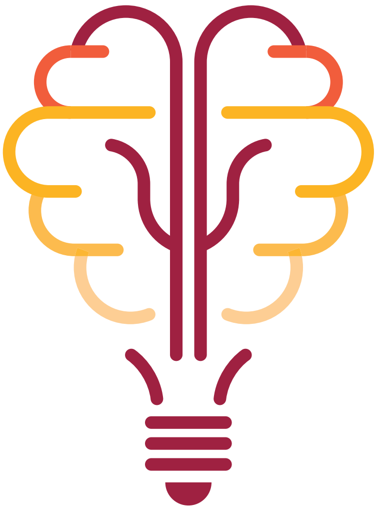
They are also responsible for the development and rollout of monitoring and evaluation processes at the regional level.

National Level

This entails efforts at the national level where member states are responsible for the implementation of the main activities under Agenda 2063 through the National Development Plans.

Domestication at the national level aims to integrate the Agenda into the national framework of each African nation, a process which focuses on the 10-year implementation plan. As of 2017, 35 countries had undertaken the domestication exercise. Figure 2.4 below indicates the objectives of the domestication missions.

Figure 2.4: Objectives of the domestication missions.



1. Building state institutions'/ citizens' awareness, and ownership of Agenda 2063 in order to catalyse and sustain the momentum for change and transformation.
2. Ensuring that Member States translate commitments enshrined in Agenda 2063 into national visions and plans for medium term socio-economic development and transformation.
3. Facilitating collective progress of Member States in implementing Agenda 2063, leading to the transformation of the continent and ensuring that Africa assumes her rightful place on the Global stage, including her ability to finance her own development.

Concerning the methods of engagement at the national level, two main approaches are adopted:

i. Domestication mission reports are made available and disseminated to the required missions based in Addis Ababa to be transferred to the national-level authorities;

ii. The AU commission has held consolidation workshops for the member countries. The workshops focus on developing roadmaps for individual countries, stock-taking of set objectives, and provide participants a mutual learning space.

The progress reports for Agenda 2063 have noted a fundamental problem with regard to awareness of Agenda 2063 at grassroots levels. This is mainly because ordinary Africans need more information about the Agenda and its associated vision. Therefore, this hinders "the ability of grassroots communities to take ownership and integrate Agenda 2063 in local development activities."

The Agenda 2063 Framework Document calls for ownership by the entirety of the continent's stakeholders with the full participation and engagement of women and youth in particular, and the rekindling of the spirit of working together toward collective prosperity and common destiny under a united and strong Africa.

2.4.1. The Agenda 2063 Constituent Parts

In outlining Agenda 2063, the framework document provides ample details around three major areas:

- Vision for 2063 explaining "Africa We Want" by 2063,
- Transformation framework indicating the required conditions to realize the vision
- Implementation strategy.

CHAPTER 3

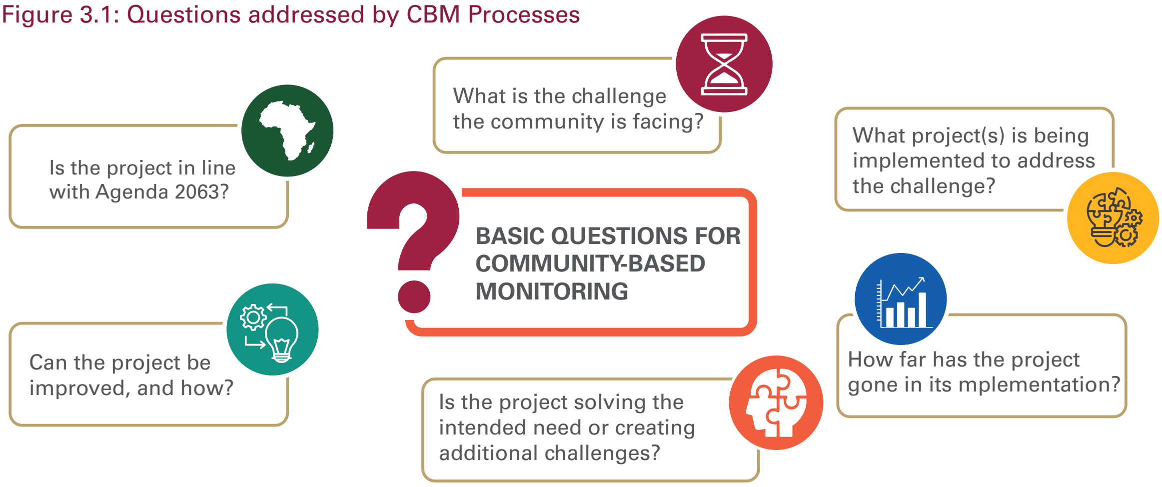
Understanding CSO Monitoring

3.1. What is Citizen-Based Monitoring (CBM)?

CBM is an approach to monitoring the performance of public insitutions to strengthen accountability and service delivery through the use of the experiences of ordinary citizens. The primary objective of CBM is, thus, to obtain feedback from non-state actors regarding the results and progress in the implementation of programs and projects, and systematically reflecting generated feedback in reporting.

CBM is a powerful method for community involvement in decisions that affect their lives. Rather than suffering under poor decision-making and weak implementation, CBM helps community members and civil society groups gather information, document problems, monitor progress, ensure laws and policies are properly implemented, and advocate for desired change. CBM processes primarily aim to generate answers to several basic questions, including those in figure 3.1.

Figure 3.1: Questions addressed by CBM Processes



3.2 Why is CBM important?

Citizens' engagements in government projects and policy processes promote **mutual learning and sharing** based on citizens' experiential knowledge. Through the monitoring process, citizens can learn about the programs of Agenda 2063. As such, officials in the Member States and at the AU can learn from the feedback from the citizens.

Citizen-based monitoring is also **result-focused.** When citizens monitor development interventions, their ultimate interest is not so much in the outputs being delivered but in the results that impact their lives. In the process of monitoring, 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 institutional systems and processes and may focus more on the outputs. Citizen-based monitoring allows for a shift in focus and emphasis from work to results.

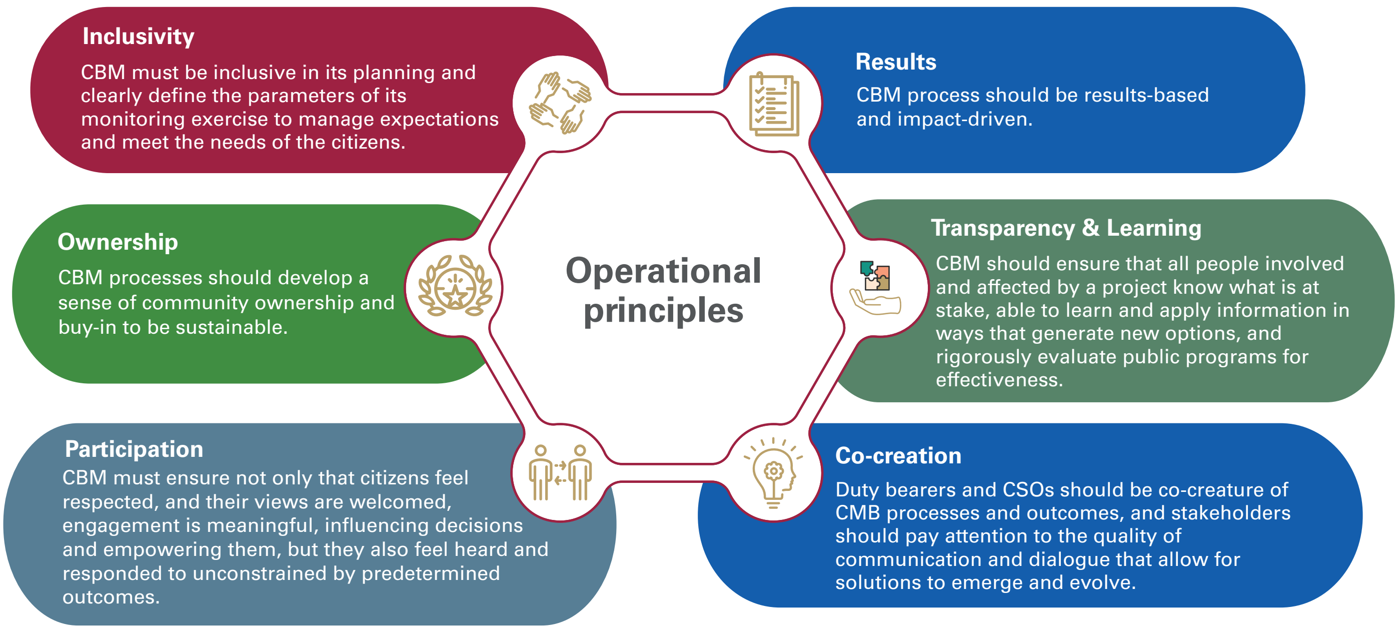
Citizen-based monitoring **promotes efficiency and effectiveness** in the delivery of development services. This is because citizens, as the final beneficiaries always want the delivery of goods and services to meet their expectations in terms of delivery time and quality. When citizens are active through the monitoring process, they 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 primarily qualitative in nature. This information enriches any quantitative data that could be collected through surveys and other data collection processes.

Citizen-based advocacy is both a **monitoring mechanism and an accountability** process. This is because through this process accountability relationships between state and citizens are strengthened, which could lead to an increase in trust between state and citizens. Citizen-based monitoring therefore supports the development of effective accountability mechanisms that promote greater transparency and civic engagement. When citizens take part in a monitoring process, they are able to hold leaders accountable. The Agenda 2063 would benefit tremendously from an institutionalized process of citizen engagement as this would ensure that commitments made under the Agenda 2063 are available for citizen scrutiny.

3.5 Principles of Citizen Based Monitoring

Figure 3.2: Core Principles of CBM Processes



3.6 Challenges confronting CBM

The implementation of CBM faces four challenges. The following bulleted points identify the challenges and how they can be addressed in the rollout of CBM.

a. Lack of focus

This relates to attempting to address too many issues in a single CBM process. Given that the Agenda 2063 is a large undertaking with several aspirations, priorities and flagship projects, CBM should be designed to tackle a particular aspect of the agenda with clear objectives. As the saying goes, "if you don't know where you are going, any road will take you there". In order to avoid a disorganized monitoring process while undertaking CBM, it is important to have clear aims and objectives. This can be achieved by focusing on a particular issue and aligning available resources with that issue.

b. Activity planning without a strategy

There is sometimes the temptation of working on activities which are not sequenced in a strategic way. Monitoring activities should lead to change. This is where the value of the strategy comes in.

c. Lack of innovation

Monitoring that creates impact has to be innovative. Innovation may not always be about doing only new things but sometimes doing the old things in new ways. This requires continuous monitoring of activities vis-a-vis their intended goals and finding ways to improve outcomes.

d. Doing it alone (or duplicating)

Trying to achieve the intended objective in solitude may not take advantage of the diversity of competencies that exist in networks or collective engagements. CSOs, therefore, need to maximize the outcomes of CBM processes by harnessing the comparative advantage of working in coalitions.

CHAPTER 4

Approach to CBM

4.1. Planning Phase

The rollout of CBM involves planning, implementation, and monitoring of the process. This section provides details on these stages as well as the tools required.

4.1.1. Why do citizens and their organizations engage in CBM?

One of the critical steps in a CBM process involves establishing what the CSOs and citizens involved in it want to address and accordingly adjusting the monitoring process in response to that. It is, therefore, important to establish why citizens and their organizations engage in CBM. Mainly, CSOs and citizens engage in CBM processes with the goal to change people's lives. In relation to Agenda 2063, the CBM process should start by identifying and clearly articulating how the lives of people and communities can be changed if a CBM process can help improve the implementation of Agenda 2063.

4.1.2. Sources of Issues to be addressed in CBM

CSOs should start CBM by identifying the issues to be addressed through the monitoring process. The following are major sources for identifying issues to be addressed.

4.1.3 Criteria for selecting problem areas

Monitoring can contribute to the solution of various problems. However, the following criteria should be taken into account when selecting the issues to focus on:

Relevance Of The Problem

- Is this a problem that has been raised by beneficiaries?
- Will addressing this problem contribute to achieving any Agenda 2063 objectives?
- What is the scale and severity of the issue? Is it national, regional, international? What is the impact of the problem on the community?
- What is the frequency of the problem: Is it common or rare?

Who Else Is Working On It?

- Is the issue a gap that no-one else is working on?
- If other actors are already working on the same issue, is there an opportunity to collaborate to achieve the desired change?

Potential For Change

- Is there a specific and achievable aim? Does AU (either alone or in coalitions), or its partners, have access to the decision-makers who can influence change on this issue?
- Is it possible to visualize the path to the change you want to see?
- Can you determine the level of commitment to achieve the intended goal?

Ease Of Participation

- How will citizens participate in monitoring the problem?
- If the issue is addressed will it contribute to monitoring and advocacy by the citizens who are most affected by it?

SOURCES OF ISSUES

1. Citizens
2. Government Reports
3. CSOs Reports & Experiences
4. External Policy & Media Environment
5. Views of AU & AU Staff
6. Donors & Development Partners
7. Donors & Development Partners
8. Academics & Researchers

4.1.4 Suggested Ranking Tools:

a. Matrices for Direct or Pairwise Ranking: This tool not only serves as a basis for many other participatory instruments, but also provides a structure for ranking and assessing the challenges identified. The flexibility and adaptability of the tools make them suitable for any situation where it is important to take local preferences into account.

b. One can also apply these ranking exercises to monitor changes in preferences at the various stages of programme implementation. Direct Matrix Ranking is the easiest way to assess the quality of different items, while Pairwise Ranking provides a system for uncovering bigger issues from different options.

Steps for Direct Matrix Ranking

1. Asking people to identify some items that are important for them.
2. List the most important items.
3. Ask the group to develop a set of criteria for evaluating each issue. List all the criteria and use opposite criteria to turn each of the negative criteria into positive ones.
4. Enter the items and their evaluation criteria into the matrix as follows: **in Table 1.**

Table 1: Matrix for Ranking

	ITEM 1	ITEM 2	ITEM 3
CRITERIA 1			
CRITERIA 2			
CRITERIA 3			

5. Individuals or the entire group, should rank each item according to each criteria and complete the table according to their order of importance. This can be done through making step-by-step decisions by asking which is the best, next best and worst item. Then from the remaining items, ask which one is better or what is the most important criteria for selection. In doing this, ask questions like, “If you could only have one of these, which one would you choose?”
6. Finally, to understand the criteria that is favored by people as the crucial one, it is important to ask which single item they prefer.

Pairwise Preference Ranking

This tool is useful for ranking smaller numbers of items (e.g four or five). The items may be incorporated directly into the matrix below by comparing pairs of items and asking which one the group prefers.

	ITEM 1	ITEM 2	ITEM 3
ITEM 1			
ITEM 2			
ITEM 3			

Shading is optional but necessary to avoid repetition of pair comparisons

To further strengthen this process the group may be asked to write or draw each item on separate cards. Subsequently, the group can be supported to make a rational choice by presenting two cards to the group. Lastly, record the response in the appropriate box of the matrix or by a note taker during the exercise.

4.2. Research and Analyze the Issue

Once you have selected the issue to monitor, you will need information to help you analyze and identify the root cause of the issue. The research conducted during this phase may also be part of the evidence that can be used to persuade others regarding the validity of the analysis and recommendations when advocating for the findings of the monitoring implementation.

4.2.1. Analyze Existing Information

Not all initiatives require primary data collection. Information can also be gathered through desk research from previous reports, surveys, consultations, statistics, policies, testimonies, online information etc. . These documents include the Agenda 2063 progress reports, thematic reports from institutions, such as the Africa Development Bank as well as other types of country-level analytical reports. It is especially important to share information with those who are already working on the issue and explore what is available. In some cases, other countries or organizations may already be advocating on the same issue and may have done an extensive amount of preparatory work. This work not only helps inform your strategy, but may also provide opportunities for collaboration. This data is often sufficient to undertake an initial analysis. However, primary research should be considered if you find that there are significant gaps in the existing data.

4.3 Select your CBM aim and objectives

At this stage, the problem identification and analysis process reveal different root causes of the problem and the different areas in which policy changes are required. Use these to articulate and/or formulate the goals and objectives of the CBM process.

Aim

Aims should relate to the overall rationale for monitoring the Agenda 2063. For development NGOs, the reason for a CBM initiative is to improve certain people's lives. The aim should therefore indicate how these people are affected.

Objectives

To achieve the targeted aims, you need to aim to bring concrete changes in policy or practice. Defining those specific areas and identifying what exactly needs to change constitute your objectives. Objectives can be long or short-term, ambitious or readily achievable but have to be SMART.

Objectives can relate to:

- Changes in laws, policies, budgets, services, or practices to support the implementation of Agenda 2063 at the national level
- Implementation of laws and policies that support the Agenda 2063
- Funding to secure the implementation of policies or commitments towards achieving the aspirations enshrined under the Agenda 2063
- Reform of institutions to facilitate the fast tracking of the Agenda 2063
- Changing attitudes and behaviors of duty-bearers and decision-makers toward the desired reforms to achieve the Agenda 2063 priority actions

Note that Objectives should be written as outcomes you hope to achieve to enable you to focus on what matters, not the activities you will undertake. For example, instead of writing "to lobby the government to increase spending on education by 20% in the next budget", you should write "the government to increase spending on education by 20% in the next budget".

4.4. Monitoring for Agenda 2063

Agenda 2063 calls for a more inclusive society where all the citizens are actively involved in decision making in all aspects without excluding communities based on gender or any other factor. Prior to the adoption of Agenda 2063 there were various international efforts and commitments that demonstrated the benefits of addressing gender inequalities. Nevertheless, incorporating gender perspectives into development work remains a significant challenge to this day. This implies that the effort should continue and deliberate efforts must be made to ensure that in all tools gender issues are fully integrated. One key lesson is that consistent progress towards gender equality requires explicit policies to address gender inequalities throughout development plans and programs.

To measure and improve performance in ensuring women's equal participation it is important to identify clear indicators to measure gender equality. This can be supported with the already existing evidence on the types of economic policies that have helped in closing the gender gap at the continental, national and global levels, including the factors that facilitate and constrain to narrow the gap. As such, the capacity and commitment of partner organizations, executing and implementing agencies, as well as consultants to collect, retrieve, and analyze data on gender equality indicators must be considered.

Commitment can be reinforced if gender equality objectives, outcomes, and indicators are clearly linked to the overall development objectives of the Agenda 2063 programs, projects, or initiatives. Investments in capacity building will help to ensure that gender-disaggregated data is collected and analyzed, that both men and women are included in the CBM monitoring process. Additionally, it contributes to answering the key questions, such as 'what works and what does not to advance gender equality in different settings' and 'why'. As a rule of thumb gender should be an integral part of the Agenda 2063 monitoring process.

4.5 Implementation Phase

4.5.1 Conducting CBM

Once the aims of the monitoring and objectives are identified, the next step is to start conducting the CBM process. It should be noted that CSOs engaged in CBM do not monitor for the sake of it. They monitor in order to influence policy and programs. The monitoring of the Agenda 2063 should therefore be about ensuring that there are changes, reforms and improvements that benefit citizens across Africa. While the tools used in the CBM process may be similar to tools used in other monitoring initiatives, the CBM tools will have to be accompanied by elements of advocacy that follow the monitoring process.

4.5.2 Methods for conducting citizen-based monitoring

There are two dominant approaches to citizen-based monitoring. One approach is where the origin of the monitoring process was from the citizens and the other is where the monitoring process is initiated by a government institution or public institution. For the purpose of this toolkit, the tools to utilize will focus on citizen monitoring that is originated by CSOs and citizen groups. The tools utilized in CBM are similar to the tools used in citizen engagement by public institutions. The point of departure here being that the tools are focusing on promoting citizen monitoring but initiated through a process that is led by civil society or that is jointly managed by citizens and public officials. The next chapter seeks to explore some of those tools used for CBM led by CSOs.

Chapter 5

Main Tools for Citizen Based Monitoring

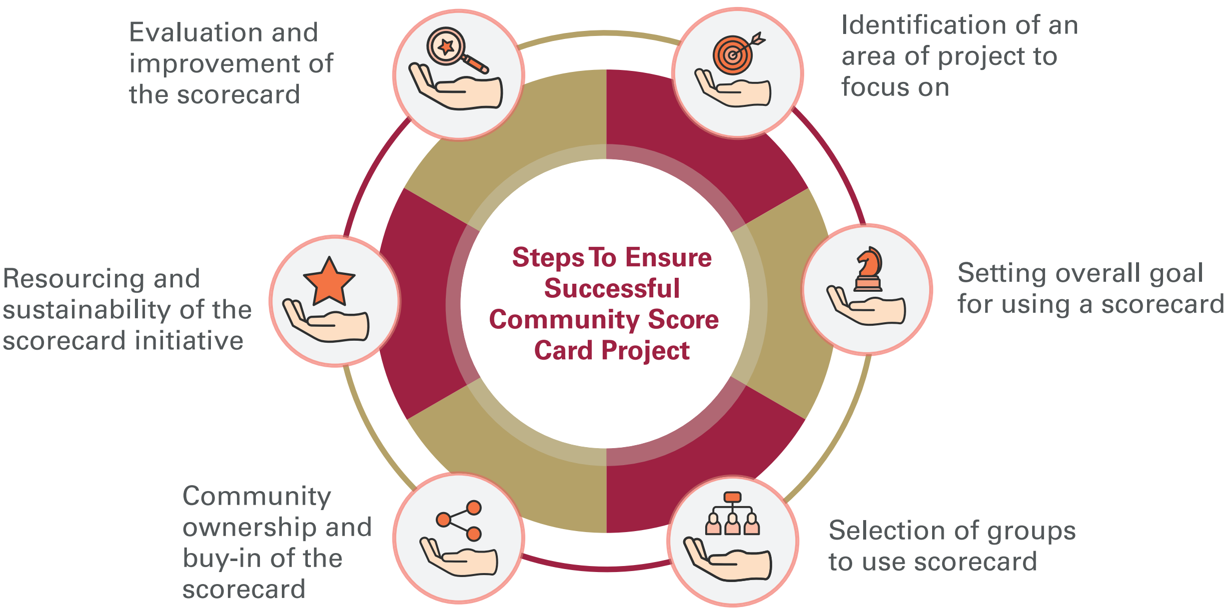
5.1. Community Scorecard

Communities could use scorecards as a tool to encourage service quality, efficiency, and accountability deliberately and positively. The use of scorecards to monitor the implementation of Agenda 2063 will enable project implementers and beneficiaries to engage in a participatory dialogue that is results-based and accountability focused.

Agenda 2063 community scorecards will enable citizen groups to systematically, structurally and transparently collect information that project implementers can use to improve services in an informed manner that directly responds to their constituency. Also, scorecards will enable project implementers and communities to identify and enact positive improvements at every level.

A. Scorecard Process

Figure 5.1: Scorecard Process



B. Design Scorecard

Designing the actual scorecard needs to be a collaborative process that reflects the objectives of Agenda 2063. The scorecard itself is comprised of four components:

- Scorecard indicators: These are metrics that provide information to monitor performance, measure achievement and determine accountability.
- Scoring scale: This is used to rate the current state of the various indicators affecting quality service provision.
- Action Plan Template: This captures necessary data points to ensure that actions are identified and enacted in response to the scoring.
- Dashboard: This tool allows stakeholders to access, analyze, and report the scorecard data easily.

The following steps describe how to design a scorecard and build each component:

- **Convene focus group:** A focus group comprising individuals that represent the populations impacted and understand the issues are intended to be tracked by the scorecard.
- **Select indicators:** The group should select Agenda 2023 SMART indicators they want to see improve. The chosen indicators will measure progress, collect data to inform action and ensure project accountability.
- **Develop a scoring scale:** The focus group should build a rubric for scoring the indicators (numbers, faces etc.). There are many scoring rubrics (e.g., numbers, faces). Scoring indicators should be culturally and context-specific and user-friendly. Develop an action plan template: The scorecard should have a component that translates the scores into positive action. Using the scorecard indicator scores, the community should collaboratively identify practical measures that they can tackle and that will address issues that stand in the way of quality service delivery.
- **Develop a scorecard dashboard:** The final component of a scorecard is a dashboard, a tool that allows stakeholders to access, analyze, and report scorecard data easily.
- **Train scorecard stakeholders:** For the scorecard to be successfully implemented, all participants must be oriented to why it is being used as a lever for improving performance, how it will be deployed, and the role each participant is expected to play.
- **Implement the scorecard** on an ongoing basis: The process of administering the scorecard is a cyclical one, and the goal of each scorecard review cycle is to facilitate incremental positive change within the Agenda 2063 implementation.

5.2. Citizen Report Cards

Citizen Report Card (CRC) is a participatory survey that solicits 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. The following steps are followed in a CRC process:

- **Identification of scope, actors and purpose:** Considering the highly technical nature of CRCs, it would benefit the process if one engages with those dependable institutions that are not only reliable but have the ample experience and technical know-how required for CRCs. This would include experienced civil society organizations, accomplished think tanks and those policy research institutes that have the requisite techniques to conduct a successful participatory survey.
- **Design of Questionnaires:** Convene focus group discussions of project implementers and beneficiaries who will provide inputs to design questionnaires.
- **Pre-test the Questionnaire:** After the questionnaire is designed, pre-test it with similar focus groups before a full-scale launch. A helpful practice is to break the questionnaire into different modules that various members of the household answer.
- **Sampling:** Before selecting the sample, it is crucial to determine the sample size. The sample size of such a participatory survey may be limited by factors such as time, manpower and budget, even if a larger sample size would be desirable.
- **Conducting the survey:** A successful CRC must have both institutional and systemic safeguards. This includes ensuring that surveys are conducted with the help of qualified staff, that the work of enumerators is tested in advance, and that there are important feedback indicators to guide and control the way in which participants are interviewed. The process could also be improved if there were ways to conduct spot checks, where respondents are randomly selected and evaluated in parallel with the implementation of the CRC.

- **Data Analysis:** Given the common practice of collating and assessing the attitudes of respondents, it is imperative to collect those data points that are related to how citizens perceive the services they obtain from their respective governments. In this respect, the scale rating system that is usually employed in such circumstances should be used. One that seeks to question, aggregate and rate the satisfaction of citizens in order to present the final result in the form of a final report card.
- **Dissemination:** In light of the importance of such a report card to citizens and governments alike, it is imperative for such results to be disseminated to the public as quickly and as publicly as possible. One way of achieving this is to organize a high profile and far-reaching press conference. Another public strategy to consider is the preparation and dissemination of press friendly pieces that seek to succinctly and clearly communicate the major findings to the public. By providing easily accessible information to the public at large, such strategies must also consider language barriers that could limit the public's understanding of the findings. Because of this, it is advisable that the content of such outputs avoid language that is vague and refrain from using convoluted or professional jargon. Similarly, such outputs must be presented in the local languages of the target audience.
- **Institutionalization of CRC initiatives:** As the final stage, it is important to also consider how CRC activities should be implemented in a systematic, consistent and sustainable manner; as the institutionalization of CRC initiatives would likely result in a regime that is willing to identify and address issues related to public service delivery systems.

5.3. Citizen Satisfaction Surveys

Citizen satisfaction surveys provide a quantitative assessment of performance and service delivery based on citizens' experience. A citizen satisfaction survey is, in many ways, 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, citizen satisfaction surveys would be a valuable feedback tool for the AU. They do not have to be commissioned for the whole of Agenda 2063 and can be targeted to specific aspirations, priorities or even programs.

5.4. Social Audits

With the aim of gauging, considering, publicizing and refining the activities of private and public institutions alike, it is important to include all major stakeholders in such an endeavor. The benefits of having widely engaging and participatory social audits are two-fold. Primarily, it is to holistically understand the views and attitudes of all key stakeholders that such activities seek to target. Secondly, by involving those major stakeholders of such activities, social audits seek to not only improve said activities but to also enhance the validity of any future reform efforts. For an initiative that is based on a robust and participatory social audit will likely be accepted and appreciated by major stakeholders.

a. Principles of Social Audit

The foremost principle of Social Audits is to improve performance relative to the chosen social objectives. Eight specific vital principles have been identified from Social Auditing practices worldwide.

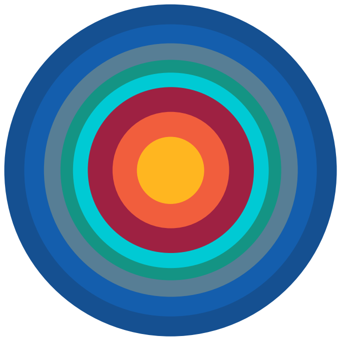
Figure 5.2: Vital Principles of Social Audit

Comprehensive
Report on all aspects of the institution's work and performance.

Disclosed
Ensures that the social audit findings are disclosed to stakeholders and the wider public

Verified
Ensures that the exercise is conducted by a suitably experienced agency with no vested interest

Comparative
Provides a means for institutions to compare performance each year against appropriate external norms or benchmarks.



Multi-Perspective
Reflect the views (voices) of all those people (stakeholders) involved with or affected by the programme

Participatory
Encourages participation of stakeholders and sharing of their values

Multidirectional
Stakeholders share and give feedback on multiple aspects.

Regular
Produce social accounts on a regular basis so that the concept and the practice become embedded in the culture of the organization.

b. Social Audit Monitoring Approach

One of the key decisions that has to be taken by those conducting and monitoring social audits is to determine the scope of the data that is to be collected. The scope, in this instance, relates to the type of data collected as well as the time scope that is to be audited in this process. The latter is particularly important, as those key stakeholders that are being surveyed may not be able to give accurate data, especially when it comes to those public programs and services that commenced a long time ago. A cut-off period of one year is recommended for such social audits. Once social auditors have determined the type of information that is to be collected and the format in which it is presented, they must also consider how to delegate the duties of data collection amongst themselves. One notable means in which to achieve such delegation of responsibilities is to design a focus group scheme that is designed and staffed along geographical areas, making the collection of a diverse area of data and indicators more effective, holistic and reliable.

c. The Design and Methodology of a Social Audit

The first step is to determine the motivating purpose of the social audit. If it is to address the unique yet persistent needs of a particular populace, then what is recommended is a social audit that is designed on the basis of in-depth analysis, a broader scope and one that seeks to incorporate a diverse range of information. Once developed, such a toolkit can go a long way in evaluating and improving those public service initiatives and programs that seek to better the lives of a particular community.

The second step is to determine the particular goals of the social audit. If, for example, it is to understand the dynamics related to promoting or limiting the social capital of individuals within a particular community, then one needs to develop a toolkit that seeks to understand the structural inhibitors/ promotors of social capital. Given such structural factors can be informed by social practices and/or government policies, it is imperative for social auditors to design and utilize clearly defined toolkits that are in alignment with the express goals of the social audit.

The third and final step of the design and methodology process is to determine the audience of the social audit. This, most likely than not, would need to include those that are intrinsically linked to public programs and government service initiatives that are being evaluated. In light of the motivating purposes and the expressly stated goals of the social audit in question, this would include public and private organizations, civil society organizations, key members of the public and other related stakeholders. However, the selection of the audience must be informed by the above stated steps of the design and methodology of social audits, as toolkits that work within such a framework are likely to result in a reputable and relevant social audit.

d. Data Sources of Social Audit

Data Sources of Social Audits: By utilizing research methods such as preparing and submitting questionnaires, performing field observations, conducting interviews as well as reviewing publications and reports from reliable organizations, whether they be private, public or non-governmental, social auditors will be able to obtain a wide range of data. Data that is not only intrinsically linked to the needs, expectations and demands of a given community, but data points that are reliable and easy to triangulate given their qualitative, quantitative, primary and secondary nature. Although social auditors should keep time and resource constraints in mind when developing their data collection methodology, a mix of methods as the one described above will go a long way in understanding and accounting for the needs, expectations and demands of key stakeholders.

e. Social Audit Components

Social auditing will analyze various components of a community, including its economy, politics, environment, health and education as well as social relationships.

- Economic indicators such as per capita income, unemployment rate, percentage of families above the poverty line, wage rates etc. will be used to understand the economic or material characteristics of the community.
- Political indicators like informed citizenry, local government welfare programmes and political activity will be analyzed to track problems and find solutions.
- Environmental indicators like air quality, water availability, visual and noise pollution as well as recreational facilities will be used to assess the quality of life in the area.
- Health and education indicators such as availability of healthcare and educational facilities will be used to measure the functioning of social systems and health and education standards.
- Social indicators such as availability of transportation and housing will be studied to understand the social relationships and general living conditions in the community.

f. Social Audit Data Collection Tools

By exposing social auditors to different data collection methods, it is important to inculcate data collectors on the need to account for the time, demands and resources of the community being surveyed. In this respect, data collectors must also be informed that the data they collect must reflect the respondents' views rather than the views of the researcher. Moreover, in their effort to collect quantitative as well as qualitative data from the community that is being surveyed, social auditors can select from a wide range of survey methodologies. Given that each method has its own benefits and limitations, it is recommended for data collectors to correctly identify the quality of services being delivered to a community by utilizing a mixed methodology approach whereby a wide range of survey methods are utilized.

Such survey methods may include those that are indicated in figure 10:

THE DIFFERENT METHODS OF SURVEY

Key Informants

The information collection should be random, covering people who can represent a particular group or viewpoint with exceptional knowledge to gain insights into specific subjects.

Household Drop-off

In this approach, the Social Auditor goes to the respondent's house. This method is expected to increase the percentage of respondents. However, the applicability of this method is geographically limited, slow and expensive.

Focus Group Interview

This information collection method allows a focused discussion on particular issues concerning the community. This method requires fewer resources compared to personal interviews.

Questionnaire Method

The information collected can be done through a survey. This survey method is relatively less expensive and found to be more useful when the same instrument can be sent to a broad cross- section of people. However, it is generally found that the response rate is low, and this method will not help in getting qualitative information for conducting Social Audit.

Telephone Interview

Telephone interviews enable the Social Auditor to gather information rapidly. Like personal interviews, they help to develop some personal contact between the interviewer and the respondent, and this method offers the possibility of probing into details. But some of the disadvantages of this method are that many people in villages don't have access to telephones, although this is changing with the spread of mobile phones.

Group-administered questionnaire

Under this method, samples of respondents are brought together and asked to respond to a structured sequence of questions. This method is ideal for collecting information from community members who join community meetings, and it is relatively easy to assemble the group in a community setting.

This method offers a higher response rate, and if the respondents are unclear about the meaning of a question, they could ask for clarification

Semi-structured Interviews

Semi-structured interviews are conducted with a fairly open framework, which allows for focused, conversational, two-way communication. They can be used to both give and receive information.

Semi- structured interviews conducted by experienced interviewers will help overcome the questionnaire technique's limits by letting respondents answer and discuss in ways that allow them the freedom to raise other issues.

Interview Method

The information gathering can be conducted through personal interviews. Interviews are a far more personal form of research than questionnaires and help find qualitative remarks.

This method helps to learn more about the situation in detail, to discuss issues that would be difficult to address in group situations and to reveal their perspectives on a particular topic. Unlike mail surveys, the interviewer can probe or ask follow-up questions. However, this method is very time- consuming and resource intensive.

In-depth Interviews

In-depth interviewing involves asking questions, listening to the answers, and posing additional questions to clarify or expand on a particular issue. The Social Auditor should define the sample size and method, which determines who will be interviewed, and the number of interviews required to collect the required information.

As the second stage is to undertake in-depth interviews, the researcher should design an interview guide, which can be used as a checklist so that the interviewers can be sure that they cover each topic thoroughly.

g. Social Audit Follow-up Actions

The purpose of conducting a Social Audit is not to find fault with individuals but to assess the performance of the institution's social, environmental and community goals. The audit findings need to be owned up and internalized by the respective institutions. To ensure the follow-up for Social Audit, the departments should develop an action plan with recommendations outlined in the report. The effectiveness of Social Auditing relies on the implementation of the recommendations outlined in the audit report and the willingness of the institution to incorporate those recommendations.

5.5. Public Expenditure Tracking

Public expenditure Tracking (PETS) is a method for monitoring the allocation of public funds. This includes funding, personnel and materials from higher levels of government down to the organizations that provide services to the public. PETS goes beyond official data and records to understand the actual use of resources intended for service delivery. The goal is to provide a more comprehensive view of how public resources are being utilized.

a. Objective of Public Expenditure Tracking

A PETS is a tool that allows communities to evaluate whether public resources are being used as intended and producing the desired results. The PETS process can be initiated by either governments or civil society organizations and can be implemented at various levels, such as national, regional or local. By using PETs, citizens can improve service delivery, expose corruption, become more empowered and engaged in decision-making, and strengthen relationships and accountability between communities and public officials.

b. Process of Conducting a PETS

To conduct a PETS process the following steps are important:

i. Identify relevant laws, such as Freedom of Information that may support the PETS process.

ii. Gather valuable materials, such as budget documents and evaluations to support the PETS process.

iii. Contact relevant authorities to discuss the PETS process and establish a dialogue.

iv. Hold a community meeting to explain the PETS process to the target area and engage with stakeholders.

v. Set up a PETS team to conduct the process and organize training and resources for the team. For example, basic budget literacy.

vi. Identify the specific budget issue to be monitored and engage with relevant stakeholders.

vii. Carry out the PETS process according to the plan and report on the findings.

c. Who should be involved in the PETS

Participants in the PETS process can come from a verity of organizations, including civil society organizations, community groups, research institutes and public authorities. Teams should be made up of volunteers who are dynamic, motivated and have time to engage in the process. Ideally, teams should consist of people with a range of skills, including journalism, legal experts and other relevant area of expertise. It is important that team members are not affiliated with any political party and are able to listen to the community and engage with local authorities. Teams should also be diverse in terms of age, gender, ethnicity and occupation. A good team size is between 9 and 14 people.

d. Who are the Stakeholders in PETS?

The PETS process is those who have the most influence over the budget and those responsible for implementing it, particularly with regard to the specific budget issue being monitored. These stakeholders could include:

- Government officials, such as budget managers, finance ministers, and other decision-makers.
- Civil society organizations, community groups, and other non-governmental organizations that are involved in the budget process.
- Service providers, such as hospitals, schools, and other organizations that receive funding from the government.
- The media, to help disseminate information about the PETS process and its findings.
- The general public, to provide input and feedback on the budget and its implementation.

A stakeholder analysis tool can be used to understand the different types of stakeholders involved in the PETS process and their relationships with one another. This could include decision-makers, implementers and direct as well as indirect beneficiaries of the budget. The analysis should also take into account the power dynamics at play, both formal and informal, among the stakeholders. This can help identify key players and their level of influence over the budget and its implementation.

e. Conduct a PETS - Budget Analysis

The budget analysis in a PETS process can focus on either budget execution or budget oversight.

- Budget execution refers to the stage of the budget cycle when funds are being spent. PETS teams can track the use of funds to see whether they are being used as planned, reaching their intended destination, and being used appropriately.

For example, a PETS team could track the construction of a local school by examining the budget and determining the amount allocated for the school and how it will be implemented. The team could then visit the construction site, speak with the contractors and local community, and monitor the progress of the project.

- Budget oversight involves reviewing financial expenditure and external audit reports to see how the funds were actually used. PETS teams can analyze these documents against the original budget to identify any discrepancies or irregularities. This information can then be used to engage with leaders and decision-makers to address any issues that arise.

For example, a PETS team could review audit reports for a school construction project and identify any unexpected deviations from the budget, such as cost overruns or delays. The team could then use this information to engage with the relevant authorities and ensure that the project is completed as planned.

f. Focus on the PETS Analysis

When conducting a PETS process, teams should look for

- Discrepancies;
- Ambiguity; and
- Unrealistic numbers in the budget documents.

For example, they could check to see if income matches expenditure and look for vague or unclear language, such as "other use" against large amounts of expenditure. They could also compare the numbers in the budget against known salary and market rates for materials and equipment, and compare the budgeted amount for a construction project with the Bill of Quantities. If possible, teams should also visit the project site to see the progress of the work.

g. Follow-up Process

After conducting the PETS process, teams should advocate for change based on their findings. This may involve:

- Persistent follow-up with relevant authorities
- Involving the broader community in raising the issue through mechanisms such as public meetings;
- Approaching government departments through appropriate channels
- In some cases, the media may also be useful in highlighting the issue and generating public interest.

5.6. Focus Group Discussions

A Focus Group Discussion (FGD) is a qualitative research method and data collection technique, which involves a group of people who are selected to discuss specific topic or issues in detail. The purpose of this method is to gather information about the attitudes, perceptions, experiences and practices of the participants in interacting with others. FGDs can help identify and clarify shared knowledge among groups and communities. However, this method does not assume that all knowledge is equally shared within a studied group or that each community has a common, homogenous knowledge. Instead, the FGD allows the researcher to elicit the participants' shared narratives, differences in experiences, opinions and world views during an "open" discussion round. By using FGDs, investigators can gain meaningful insights into how citizens feel about various dimensions of Agenda 2063.

a. Types of FGDs

'Natural groups': These are pre-existing informal or formal groups (such as family, co-workers, women's self-help groups, elderly groups, neighborhood clubs, or teachers' credit associations) that include multiple participants. Conducting an FGD with a natural group can help reveal differences and similarities between what people say, how they act, and how other participants respond. However, the researcher must be aware that power dynamics within the group (such as doctor vs. nurse, parents vs. children, younger vs. older individuals, men vs. women, or better-off vs. less well-off participants) could influence their public statements.

'Expert groups': These consist of several individuals who possess broad and in-depth knowledge and experience on the research topic(s), such as traders in a market, nurses in a clinic, or transport professionals. Expert groups tend to be smaller than typical FGDs and are used to gather a large amount of precise information, although participant statements may vary.

b. Major uses of FGDs

FGDs can be applied to four different phases:

- **Exploration:** FGDs can be used at the beginning of a project to gain insights into a topic or field and to identify key issues to be addressed during the intervention.
- **Monitoring:** During the project, FGDs can be conducted to monitor and understand ongoing processes and dynamics, such as the construction of a road or a community health center.
- **Evaluation:** At the end of a project or intervention, FGDs can be used to verify, modify, or supplement the preliminary findings of the monitoring phase by gathering feedback from the target group.
- **Outcome assessment:** After the completion of an intervention, FGDs can be used to generate new insights into potential changes or processes within the target community. This can be especially useful when designing a plan of action to address the findings of Agenda 2063 monitoring.

c. FGD Process Steps

- Generate an Interview Guide: An "interview guide" for an FGD is a condensed list (between 6 and 12 items) of specific questions or discussion points. Open-ended, non-judgmental, non-offensive, understandable, justifiable and non-rhetorical questions are ideal.
- Prepare permission protocols: Prepare and develop protocols and informed consent forms for participants and community leaders.
- Obtaining official permission: the approval of the relevant government authorities and, in rare cases, the unofficial approval of related institutions (such as hospitals, schools or the local community) or the local population (e.g., by the village head or a district official).
- Train monitoring team: Training and instructing assisting staff (e.g., moderator, recorder, and observer).
- Scheduling: It is important to arrange an interview at a time and place that allows for a casual, safe and comfortable exchange, possibly at a round table.

d. Sampling and Recruitment of FGD Participants

FGD participants are often selected on the basis of clear criteria, e.g. their education, life experience, position in a group or community. This sampling strategy is referred to as "purposive." Smaller groups are also appropriate and instructive as they give all participants sufficient time and opportunity to share. Focus groups often consist of six to twelve people.

e. Conducting the FGD

The competence and skills of the facilitator - being able to think, listen and manage time at the same time - determine the effectiveness of an FGD. Their role is to ensure that the topic under discussion is clearly introduced, covered in detail and discussed in a fair and inclusive manner. Although the facilitator plays an important role, he or she should not make statements and judgements in front of the group. Instead, he should be welcoming, attentive and inviting everyone to participate in the discussion. Instead of addressing and questioning each participant individually, the facilitator should ideally be able to create a group dynamic where participants discuss among themselves.

A typical FGD proceeds as follows:

- Start the conversation with an "ice-breaker," such as a round of participant introductions.
- State the primary issue and the overarching research question (e.g. orally, on a poster or as a projected presentation).
- Ask specific questions from the discussion guide (maybe not in the order that is predetermined); a smart facilitator will be able to make sure that all crucial points are covered without obstructing the discussion's natural flow.
- Say goodbye and thank everyone who took part.

As moderators have such a difficult job, it is nearly hard for them to take thorough minutes. An FGD can be documented in a typical fashion with a video or audio recording, but this requires official consent from all participants. It is advisable to recruit a notetaker to record the key points made by participants as well as any additional ideas or critical considerations that may occur. In certain FGDs, an observer is also used to track how the participants interact when they discuss a particular question. FGDs could last for several hours or even longer. Group activities (such as discussing a plausible scenario or a provocative theory) and projective approaches (i.e., in which participants are given relatively indefinite and unstructured stimuli and asked to structure them however they like, thereby unconsciously projecting their desires, expectations, hopes, fears, and suppressed wishes) can be incorporated, if appropriate for the topic.

f. Analysis of the FGD Data

Data analysis is often performed in several steps:

- Transcribing the recorded statements so that there is a thorough written record of who said what on a particular topic. A group discussion requires several hours and several pages of transcription time.
- Coding the transcription using "codes" (and associated "sub-codes" that lead to a "code path" or "code tree"). Codes are "labels" that categorize or highlight short passages of text and help organize and sort the data. These codes can be created in different ways, and different codes can be used in the same analysis:
    - Deductive codes are those that are established based on the study topic prior to data collection;
    - Inductive codes are those that emerge naturally from the text being analyzed.
    - Codes that refer to the dynamics of the group which later help to understand how a group's opinion came about.
- Review exercise reports prepared by the monitoring team during the exercise. These reports often contain reflections on the data collection procedure or provide new information about the subject of the study. One of the advantages of qualitative research is the ability to refine the research question and methods of the study if the pre-interpreted data indicate the need to do so.

- The analysis and interpretation of qualitative data is a two-stage process. The first stage analyzes what is said by the group, keeping in mind that the group, not the individual, serves as the unit of analysis. This section is rather simple and descriptive. The second phase involves a thorough and theoretical interpretation of what was said. This often requires mapping out the issues, identifying trends and themes, contrasting the uniqueness and similarity of different data sources, and drawing comparisons with other groups working on the same topic.
- Many strategies can be used to establish the validity and reliability of data, including seeking consensus, coherence, triangulation, and reflexivity. One technique for demonstrating validity is respondent verification, in which results are presented to participants or the community for feedback. Although participants may not always agree with the conclusions, this can serve to strengthen or weaken confidence in the findings and potentially lead to new insights. Researchers should also consider how their personal, professional, social, economic, ethnic, religious, cultural, and scientific backgrounds might affect the interpretation of their data. The results of qualitative FGD should also be compared with the results of other techniques used in the same or a comparable surveillance intervention, or with data from other sources, such as such as literature reviews, to increase reliability. Triangulation, often referred to as "cross-validation," is a method that can help ensure the accuracy of conclusions.

5.7. Citizen Digital Monitoring Tools

Citizen engagement e-platforms are generally defined as ICT-supported infrastructure that aids citizen monitoring. These platforms are used in several governance and government initiatives that include the delivery of administration services, social service delivery, participation in decision-making and the development of policy making. Citizen monitoring e-platforms enable communication and deliberation amongst citizens and public institutions using internet interfaces. Citizen monitoring platforms have been referred to variously, and the terms used include 'e-government', 'e-participation', 'e-democracy' and 'digital government'. The Agenda 2063 citizen monitoring will need to develop a citizen monitoring platform to meet the needs of citizens who can engage through digital systems.

Citizen participation platforms can support better public service delivery and communication between citizens and public institutions. Numerous other tools and toolkits have been developed specifically to develop user-centered, inclusive ICT products and services that support citizen engagement. In using tools that are ICT enabled, it is important to underscore that ICT connectivity usually connects those who are already connected to those who are not. This means that whatever system is used has to take cognizance of the limitation of ICT. For Agenda 2063, which should work for all citizens of Africa, creating an inclusive ICT-enabled infrastructure for citizen engagement and feedback is critical.

5.8. CSO Capacity Development for Monitoring Agenda 2063

a. What is Citizen Engagement Capacity Development?

CSOs involved in monitoring must possess the requisite skills to play their roles. CSO capacity development is an approach that focuses on equipping CSOs with the skills they need to participate meaningfully in monitoring activities. Although there are other methods of building capacity, the integrated system (UNDP 2009) is the most effective. In the integrated system, there are three places where capacity is developed and promoted. They consist of:

- an environment that fosters capacity,
- organizational capacity,
- and individual capacity.

The strength of one level influences and dictates the strength of the other, and these three levels interact and influence each other fluidly. They are as follows:

- The broad social structure in which people and organizations operate is the enabling environment. This includes all the laws, regulations, policies, power dynamics, and social norms that govern civic engagement. The overall scope for capacity development is determined by the enabling environment.
- The internal structure, rules, and practices that determine an organization's effectiveness are referred to as organizational capacity. This is where the benefits of an enabling environment are put into practice when a group of people come together. The better these components are coordinated and adequately resourced, the greater the opportunities for capacity building.
- A person's individual capability consists of the abilities, background, and knowledge they need for their specific role. While some skills are formally learned through school and training, others are acquired more ad hoc through experience and observation. The organizational and environmental aspects of CSOs discussed above, which in turn depend on the skills of each individual, are the most important elements that influence access to resources and experiences that can enhance individual skills.

b. Why is CSO Capacity Development important for monitoring?

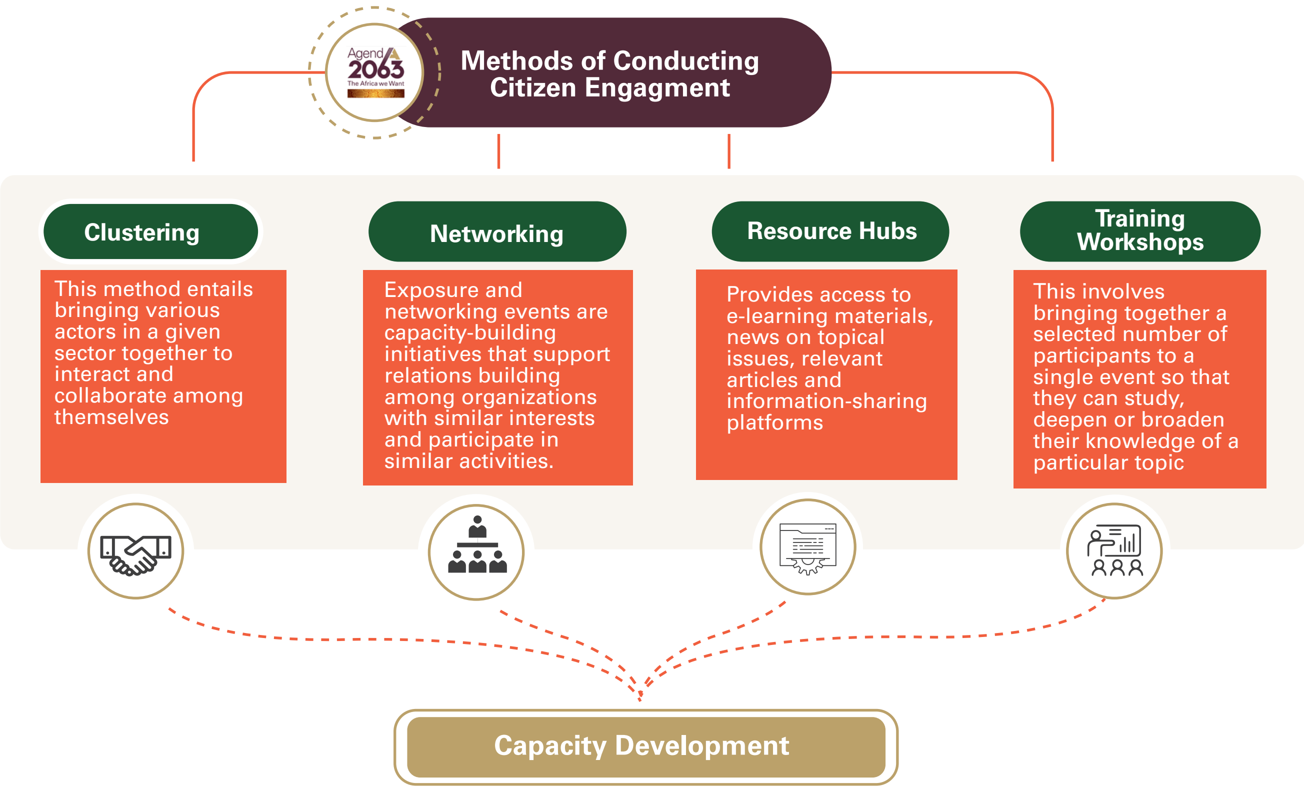
Capacity development transforms CSOs and citizens into active participants in the development process with the requisite capacities to improve their lives. Therefore, capacity development is about transformation built and sustained over time. For a long-term framework like Agenda 2063, citizens and CSOs across Africa must possess the requisite capacities to be active players in the transformation of Africa. The change in Africa and the transformation of African citizens emanates from capacity development. This is a process that goes beyond performing tasks, and it is a process that is about changing mindsets and attitudes. Capacity development, therefore, transforms individuals, leaders, organizations and societies who are all central to the development of communities across Africa. Within the context of Agenda 2063, there should be deliberate actions to ensure that capacity development leads to change that is citizen-led and owned.

CSO capacity development for monitoring is also in line with the idea that existing capacities at the community level cannot be ignored and replaced by new outside capacities for transformation to take place. There has to be a process of change and not displacement in building the capacities of citizens and their organizations. Communities, citizens, and their organizations must be supported to build capacities that improve 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 Agenda 2063. This implies that while external capacities and technical assistance are necessary, they should never be about displacement but complementarity. This is when capacity becomes sustainable. Sustainable capacity development leads to sustainable community development toward the 'Africa we Want - the spirit of Agenda 2063.

Capacity development 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 a 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 be the drivers for sustainable change at a community level. 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 within society. Local resources can leverage indigenous and modern knowledge in managing 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 marginalized – can be addressed through processes that take advantage of the local resources at a community level.

Capacity development for CSOs and citizens also helps build local capacity and local ownership. While foreign technical assistance and expertise are important for local development, they sometimes predispose local efforts to foreign influence. Local ownership produces locally rooted and locally generated capacity development that can be sustained and is essential to the success of any development intervention.

c. Methods of conducting citizen engagement for capacity development



Clustering: This method entails bringing various actors in a given sector together to interact and collaborate among themselves. Participants in a cluster initiative usually include representatives of all target organizations in a given sector, including local government actors, private sector representatives and major stakeholders whose involvements are deemed necessary for the achievement of particular outcomes. In the application of this approach to CSO mobilization, clustering takes the form of bringing organizations together on the basis of their strengths and/or challenges. Clustering focuses on the role of networks and relationships between the different parts of a sector rather than the individual organizations. It can be used to strengthen interactions among CSOs at the continental, regional or national level. In the case of Agenda 2063, clustering could be a helpful approach for bringing like-minded organizations together to work on issues in which they have comparative advantage.

Networking Events/Exposure Visits: Exposure and networking events are capacity-building initiatives that support relations building among organizations with similar interests and participate in similar activities. It serves to provide a forum for organizations in a shared space to network among themselves towards knowledge and lessons sharing. A small meeting, usually called an exposure visit, gives a small group from one organization the opportunity to visit another organization to learn new ways of doing similar work. In the implementation of Agenda 2063, CSOs and government representatives can organize exposure visits to different African contexts for purposes of lessons learned, case studies and experiences sharing. Just as networking events, exposure visits promote knowledge acquisition through observation, first-hand experiences and the dissemination of good practices.

Civil Society Resource Hubs: A resource hub is an online or physical platform or meeting place where citizens and CSO partners can access information, resources and tools relevant to their work. It mostly provides access to e-learning materials, news on topical issues, relevant articles and information-sharing platforms. Such hubs are generally beneficial to organization and actors in search of best practices to adopt. Generally, resource hubs serve as repository of information, a platform for collaboration, a resource-management tool and a dissemination point for lessons and good practices. Citizen Resource Hubs would be a very important intervention in 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: This involves bringing together a selected number of participants to a single event so that they can study, deepen or broaden their knowledge of a particular topic. Usually, a training session focusses on topics of common interest to a target group. Training can come in different shapes and sizes, ranging from single skill, to multi-day, intensive boot camps that develop skills in a larger context, to week-long conferences on innovation or policy. A large or small number of people from different organizations, or even several people from one organization, can benefit from such initiatives.

CHAPTER 6

Fundamental Elements in Policy Monitoring and Indicator Selection

6.1 Working in Monitoring Chains

Agenda 2063 is a continental policy framework. Its monitoring will, therefore, require working in a 'Monitoring Chain' formation. In 'monitoring chains,' different organizations coordinate their work on policy monitoring with each of them focusing on different levels of government. This creates the advantage of wider reach and the harnessing of comparative advantage for maximization of impact. In the case of Agenda 2063, a CSO could have proven expertise in monitoring implementation of priority programmes at the local level, but lacks expertise in doing the same at the national, regional and continental levels.

Each local CSO in a monitoring chain transmits the data it collects to the next higher level, be it a district, region or province. The consolidated data from the different levels is then forwarded to the national level or coordination mechanism. The findings can then be compiled by the various national networks and shared at the continental or regional level. Under such a cascading methodology, different civil society organizations can pool their expertise to create an overall body of evidence. This evidence can then be used for advocacy at local, sub-national, national, regional and continental levels.

6.2 Choosing indicators for Monitoring Agenda 2063

The tools in this toolkit help in the process of collecting data for monitoring the implementation of Agenda 2063. However, conducting an effective monitoring process requires the selection of appropriate indicators. In this section the toolkit explores useful indicators and their usage in a policy monitoring framework.

a. What are indicators?

In project monitoring and evaluation terms, indicators are generally considered to be any pointers which demonstrate whether a project or programme is achieving its desired outcome(s). Indicators can be used to measure or point to something. They help to take a close look at a complicated problem or process and bring out some well-defined, clear and understandable facts. In most cases, indicators are either qualitative or quantitative. Certain indicators, such as the unemployment rate, have been around for some time and are familiar to many CSO actors, but this does not always mean anything since it fails to portray the entire complexities surrounding people's sources of livelihoods. The complexity of an individual's source of income is not fully represented by this statistic, especially when it comes to the reality of work, where many people move between employment and unemployment or work in the informal sector. However, the indicator provides a numerical "snapshot" of unemployment in the formal sector. Therefore, the use of unemployment as an indicator is widespread, for example, despite its limitations.

b. Established versus customized indicators

In general, there are two types of indicators that can be used. Certain statistics, such as the rate of growth retardation in children, the unemployment rate and other indicators, are "inherited" from science. However, a civil society organisation initiative to monitor a particular situation can also use its own metrics. For example, one can create metrics that capture how persistent hunger affects a community. Data from it can then be combined or contrasted with those of established or approved indicators.

c. Stronger versus weaker indicators

Not all indicators are useful for a particular situation. For example, exam pass rates are often used to assess the effectiveness of education programmes. However, this measure provides little insight into the quality of learning in a given educational institution. Instead of examining what has happened along the way of a child's learning experience, the focus is on the outcome of the process. However, capturing indicators of teachers' knowledge and skills, the accessibility of learning resources, the state of school facilities, opportunities for student participation, the extent to which each child receives individual attention and other factors would contribute to a much more accurate picture. Excellent indicators often capture causes as well as outcomes.

d. Are there prescribed indicators for all monitoring processes?

There is no predetermined set of indicators that can be used for all policy monitoring programmes. For example, although Agenda 2063 has a clear indicator profile, it is crucial for civil society organizations to assess and adapt its indicators to the local context in which they operate. The monitoring team is responsible for creating and combining indicators that are appropriate for their context and goals.

e. Points to consider in choosing indicators

Given the need for more accurate indicators to enhance monitoring processes, the following points should be considered in identifying indicators.

- Create your own set of indicators. Remember that indicators can be used to collect both quantitative and qualitative data, and to demonstrate inputs, outputs, outcomes and impacts of interventions.
- Some things are more difficult to quantify using indicators than others. It can be difficult to find indicators that show, for example, people's experiences of social exclusion or girls' vulnerability to gangs. In this situation, it is often helpful to think about what element best represents the trend you are trying to assess and then look for indicators that can serve as a proxy for measuring that behavior.
- The indicators you use should be "SMART," similar to your monitoring objectives. This means that the indicators should be specific, measurable, achievable, relevant and timebound.
- The indicators should provide verified, accurate evidence. This means that different people using the same indicator to measure the same issue should get consistent results.
- Choose your indicators wisely. Instead of a variety of measurements that could dilute your efforts or increase the cost of monitoring, choose a few precise and clear indicators that you can track effectively.
- You need to be able to track changes in a single indicator's readings over time. To do this, it is important to establish a baseline for monitoring indicators over time.

6.3 Steps for choosing Agenda 2063 indicators

The following process can be used when defining indicators for monitoring Agenda 2063 Aspirations.

Step 1: Ask a range of stakeholders who have an interest in Agenda 2063 to help you identify indicators. Participants should be people who:

- have practical experience of implementing Agenda 2063 and related projects;
- will be involved in collecting evidence for tracking indicators;
- will be involved in analysis, reporting and advocacy using the data; and
- have specific expertise in the development and use of indicators.

Step 2: Participants should be informed about what indicators are and how to utilize them in monitoring activities. After that, they should be invited to share their knowledge or experiences regarding other projects in which they employed indicators.

Step 3: Clarify and re-state monitoring objectives. For each specific objective, brainstorm a list of possible indicators that could tell you whether the situation has improved or deteriorated.

Step 4: Discuss any indicators that the government or other public agencies, such as the AU, already use to measure or report on the programme or policy you want to monitor. Review and evaluate this information in the group.

Step 5: Consider whether any of the indicators you have listed already have data that is publicly available. How useful would this information be for your work?

Step 6: Ask participants to list the indicators that they think would provide the most convincing and reliable evidence of a policy's effectiveness. You can use a ranking or scoring tool to select the preferred indicator.

Step 7: From the indicators you found in Step 6, select the indicators you can actually track. Select topics about which you can obtain information with the means and skills at your disposal in the allotted time.

6.4 Policy Evidence and Policy Advocacy

The reason for CSO engagement in the Agenda 2063 monitoring process is to advocate for change based on evidence. The information you have gathered from your tracking of indicators should be sufficient to support your advocacy. You should be able to draw relevant conclusions about the current actions of the African Union and its Member States and make recommendations on what needs to change. You will make these recommendations to policy actors in the Agenda 2063 process on what needs to be done for the next 10-year implementation plan.

Remember! *Even the most reliable evidence is powerless unless translated into a compelling and clear message for advocacy.*

6.5 Ensuring wider participation in monitoring processes

The formulation of policy recommendations can be done with more or less participation. As with many aspects of policy monitoring, it is beneficial to involve multiple stakeholders. This will help you understand the implications of your findings from multiple angles. In doing this, you could:

- Hold separate focus group discussions with different stakeholders to discuss the evidence gathered and jointly formulate recommendations based on the evidence.
- Ask organizations or individuals with expertise in policy design to review the data and formulate recommendations on the key aspects that need attention.
- Form a small, diverse team within your organization or network to lead the process of formulating recommendations. Then review and improve these recommendations with the help of a larger group of stakeholders.

6.6 Next Step – From Agenda 2063 Monitoring to Agenda 2063 Advocacy

Civil society organizations, NGOs, advocacy groups, activists and even policymakers advocate for new policies or reform of existing policies to increase the effectiveness of policy implementation or ensure that policies are implemented as intended. After collecting and analyzing data, the next step of a CSO monitoring network is to communicate its findings to policy actors who have the power to make the necessary changes. This is called advocacy.

Advocacy derives from the Latin verb "ad vocare," which means to speak on behalf of another person. The use of advocacy methods can take many different forms. Typical ones include:

- Raising awareness of abuses of power and human rights violations;
- Putting pressure on decision-makers to change policies, laws, programmes or budget allocations;
- Mobilizing people to demand changes in policies and resource allocations;
- Setting and monitoring standards, rules and procedures - and developing incentive and sanction systems to enforce them; and monitoring the quality of services related to Agenda 2063.
- Raising awareness of policy issues among the public and decision-makers;
- Using the legal system to enforce justice and equity and to obtain entitlements

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