



# AUDA-NEPAD Strategy Development 2024 - 2028

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## Conceptual Framework

**9-15 June 2024**

## 1. Background

Strategy, a problem-solving tool, is the foundation of success for any organization, and AUDA-NEPAD is no exception. At the African Union (AU) level, the continental development blueprint Agenda 2063 (and its successive decadal plans such as FTYIP, STYIP, and the MTP (AU-wide strategy) is the guiding framework for AU Member States and partners to allocate and provide resources (i.e., financial, human, material and political support) to the work of the African Union. For AUDA-NEPAD, a development agency of the AU, having a strategy articulating the value it creates for Member States and RECs according to Agenda 2063 is essential for its effectiveness and growth ambitions. Having a strategy will also enable AUDA-NEPAD to articulate its vision, mission, and the value it creates for all the stakeholders.

A well-defined strategy helps AUDA-NEPAD to showcase its work, identify and address critical challenges and enables the organization to create sustainable programmes and seize opportunities within Africa's complex and dynamic development space. Unfortunately, many organizations struggle with the reality that strategy is what the organizations do, not what they say. The reality is that every organization, including AUDA-NEPAD, has a strategy-regardless of whether it ever ran an exercise that would be described as "strategic" planning. AUDA-NEPAD's undocumented strategy helps it to take (or not take) some actions, work more with some stakeholders and not others, coordinate its work with those stakeholders, invest in certain capabilities, and put in place a certain group of management processes and systems. The roadmap for the development of AUDA-NEPAD strategy and its execution plan should work towards eliminating the default to the "strategy-in-use".

AUDA-NEPAD has to set strategic positioning (i.e. performing different activities from similar organizations or performing similar activities in different ways) and intention for the implementation of the second decade of Agenda 2063 and related normative framework documents, including the AU-wide Medium-Term Plan (MTP) which is a derivative of the STYIP. The STYIP and MTP will provide the basis for developing the the strategy and strategic plan for AUDA-NEPAD.

The strategy and strategic plan will align to the STYIP seven moonshot priorities and clarify the role of AUDA-NEPAD at different levels of the pathway to change (i.e., national, regional and continental). The strategic areas of AUDA-NEPAD elaborate programmatic outcomes geared to fast-track implementation of activities that complement national and regional development priorities. The outcomes are horizontally integrated and enforced with cross-cutting thematic areas of capacity development, gender mainstreaming and value-addition services. AUDA-NEPAD will achieve the programmatic outcomes by

implementing a set of aligned projects designed to deliver outcomes that impact the well-being of African citizens and augment regional and national integration.

## **2. Scope of the Programme of Work**

The African Union Development Agency (AUDA-NEPAD) is critical in coordinating and executing priority continental and regional development programmes and projects. To effectively execute its mandate, a robust strategy is essential. This retreat will focus on high level comprehensive strategy development process, incorporating a strategy development framework's five core elements: Winning Aspiration; Where-To-Play; How-To-Win; Must Have Capabilities; and Enabling Management Systems. And specifically undertake the following tasks:

- i) Reflect on the past performance and use of lessons from the last five years of implementing the recently ended strategic plan 2023;
- ii) Set the strategic orientation and priorities of the AUDA-NEPAD for the period 2024 to 2028 within the context of AU-wide MTP and AU reforms;
- iii) Propose ways of strengthening AUDA-NEPAD's delivery model including, the fostering of multi-partner/multi-systems implementation arrangements, use of complementarities with the AUC and the RECs;
- iv) Review and reflect recent Organizational Development assessment outcomes and develop robust organizational lifecycle development (leadership, governance, People Process Systems and Culture.
- v) Consider the capabilities and management systems that are required to effectively function as a development agency of the African Union.
- vi) Catalyze delivering results along medium term priorities and needs while simultaneously addressing desired change at the level of systemic, transformative results.

The retreat also serves as an opportunity for AUDA-NEPAD to:

- Appraise and analyse AUDA-NEPAD's internal effectiveness and the programme portfolio along a precise set of high-impact priority areas, which reflect underlying socio-economic growth and inclusive development issues that countries are most concerned with in the immediate- and medium terms.

## **3. The Retreat Methodology**

The retreat will employ a blend of methodologies to ensure a dynamic, productive and conducive environment for collective leadership and shared objectives:

- Interactive Sessions: facilitated discussions to encourage active participation, exchange of ideas, and collaborative problem-solving.

- Presentations and plenary discussions: Key topics such as strategic setting for the period 2024 to 2028, programme portfolio, budget 2025-2027 framework,
- Groupwork: Participants will engage in breakout sessions, focusing on specific areas such as;
  1. Where are we now?
  2. Where do we want to go and Why ?
  3. What is the most sustainable path to get there ?
  4. What would have to be true at each critical stage?
- Feedback sessions: Feedback opportunities will allow participants to reflect on and contribute to each session's outcomes.

#### **4. Date, Venue and Participants**

The workshop will take place from 9 to 15 June 2024. The first day is for the staff members of the Strategy Directorate and Office of the CEO. The second day is an internal AUDA-NEPAD deliberations involving all thematic directorates, the Office of the CEO and Operations Directorate. The remaining three days (12-14 June) will earmarked for discussing actual content of the 2024 – 2028 AUDA-NEPAD Strategy where other stakeholders from the AU, RECs, MS and Development Partners will participate. The venue of the workshop will be the **26 Degrees South Hotel**, located at Beyers Naude Drive, Zwartkops, Muldersdrift, 1747. However, due to the number of attendees, some participants will be accommodated at hotels in close proximity to the above-mentioned hotel.

## 5. Proposed Agenda

<b>Day 0-9 June: Arrival of Strategy Directorate team and OCEO</b>			
<b>Day 1- 10 June : DoS Internal Meeting: The Directorate of Strategy and OCEO</b>			
<b>Timeframe</b>	<b>Task</b>	<b>Activity</b>	<b>Lead</b>
9:00 to 10:00	Welcoming Remarks and guidance	Guidance and vision statement from the CEO on the strategic orientation of AUDA-NEPAD for 2024 - 2028	Mrs Nardos Bekele-Thomas, CEO, AUDA-NEPAD
10:00 to 11:00	Briefly summarize the key components of the previous strategy 2019- 2023.	Brief Presentations and Interactive Disussions	DoS and OCEO
11:30- 13:00	Discuss briefly what worked well and what could have been improved	Brief Presentations and Interactive Disussions	DoS and OCEO
<b>13:00 to 14:00</b>	<b>Lunch</b>	<b>Bon Appetit</b>	<b>All</b>
14:00-16:30	Identify successes, challenges, and areas for improvement	Brief Presentations and Interactive Disussions	DoS and OCEO
<b>Day 2- 11 June : The Directorate of Strategy retreat on Designing Strategy and Strategic Planning (Internal for all AUDA-NEPAD Directorates)</b>			
9:00-10:00	Recap and Remarks of Day 1	Reflections on Day 1	All
10:00-12:30	Identify best practices from the previous strategy that can be carried forward.	Group work, Presentation and Disussion	DoS and AUDA-NEPAD staff
<b>12:30 to 13:30</b>	<b>Lunch</b>	<b>Bon Appetit</b>	<b>All</b>
13:30-15.30	Brainstorming session to generate strategic ideas for 2024-2028 strategic mapping Prioritizing strategies based on impact and feasibility	Group work, Presentation and Disussion	All

15.30-15.45	Tea break	Tea break	All
15.45-17.00	Brainstorming session to generate strategic ideas for 2024-2028 strategic mapping Prioritizing strategies based on impact and feasibility	Continued Group work, Presentation and Discussion	All
<b>Day 3: 12- June Turning Strategy into Action: STYIP Moonshots Reflections and Prospectives</b>			
9:00 to 10:00	Introduction and Remarks <ul style="list-style-type: none"> <li>• <i>AUC</i></li> <li>• <i>AUDA-NEPAD</i></li> </ul>	Setting the context	Introduction and Remarks <ul style="list-style-type: none"> <li>• <i>DG of AUC</i></li> <li>• <i>Director of Strategy, AUDA-NEPAD</i></li> </ul>
10:30 to 11:30	High-level presentation of Agenda 2063 and MTP	Presentation and discussions	DoS, Director of OSPD, AUC and all
11:30 to 13:30	AU Strategic Plan 2024 - 2028	Presentation and illustrations	All
<b>13:30 to 14:30</b>	<b>Lunch</b>	<b>Bon Appetit</b>	<b>All</b>
14:30 to 15:30	Strategic positioning of AUDA-NEPAD	Group works <ul style="list-style-type: none"> <li>• What is the role of AUDA-NEPAD in this multidimensional dynamic context of Agenda 2063 STYIP and AU Strategic Plan?</li> <li>• What is our vision, mission and core functions?</li> </ul>	All

		<ul style="list-style-type: none"> <li>What are the Strategic Orientation of AUDA-NEPAD towards expanding its Foot Print, Diversifying its Partnerships and Improving its Visibility</li> </ul>	
<b>15:30 to 16:00</b>	<b>Coffee Break</b>		<b>All</b>
16:00 to 17:30	Group Presentations	Presentation and discussions	All
<b>Days 4: 13 June Turning Strategy into Action</b>			
9:00 to 9:30	Recap and Remarks of Day 3	Reflections on Day 1	All
9:30 to 12:00	Results and Resources based Framework - Institutional	Presentation and Group works	All
12:00 to 13:30	Results and Resources based Framework - Institutional	Presentation and Group works	All
<b>13:30 to 14:30</b>	<b>Lunch</b>	<b>Hamu Nzuri</b>	<b>All</b>
14:30 to 15:30	Results and Resources based Framework - Institutional	Group works Presentations	All
16:00 to 17:30	Results and Resources based Framework - Institutional	Group works Presentations	All
<b>Days 5 : 14-June Towards Institutional Excellence: Implementation of the strategy</b>			
09:00 to 09:30	Recap and Remarks of Day 4	Socialization	All
09:30 to 10:30	Operationalization of the Strategic Plan; challenges and opportunities	Implementation of the Strategy	All
10:30 to 12:30	Strengthening internal efficiency and optimising / harnessing external support	Group work <ul style="list-style-type: none"> <li>Group 1: What is the optimum delivery model for AUDA-NEPAD</li> </ul>	

		<ul style="list-style-type: none"> <li>• Group 2: How do we ensure efficiency, accountability and effectiveness? What are the challenges we face and how can we address them?</li> <li>• Group 3: How do we coordinate better and ensure synergy and alignment to deliver as One?</li> <li>• Group 4: Do we have adequate capabilities to deliver on our mandate? Results and Resources Based Management and Reporting and how it relates to achieving the strategic objective of AUDA-NEPAD</li> </ul>	
<b>12:30 to 14:00</b>	<b>Lunch</b>	<b>Melkam Mesa</b>	<b>All</b>
14:00 to 15:00	Strengthening internal efficiency and optimising / harnessing external support	Group works Presentations	All
<b>15:00 to 15:15</b>	<b>Coffee Break</b>		<b>All</b>
15:15 to 15:45	Final Remaks	CEO and All	All