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EXECUTIVE COUNCIL
Fourteenth Ordinary Session
26 - 30 January 2009
Addis Ababa, ETHIOPIA

EX.CL/454 (XIV)

DRAFT STRATEGIC PLAN (2009-2012)

Draft One
(SPPME)

The Draft Zero of the Strategic Plan (2009-2012)

REVIEW OF THE IMPLEMENTATION OF THE STRATEGIC PLAN

2004 -2007

1. *Guidelines of the strategic Plan 2004-2007*

The African Union Commission, established in 2003, was mandated, under the guidelines of the Sirte Declaration, to plan for the future and mobilize the resources with which to perform its functions. It went to work immediately and submitted at the Heads of State Conference in July 2004, that is, barely one year of its establishment, a clear and precise agenda for leading Africa towards integration.

The AUC Strategic Plan 2004-2007 formalized a **Vision** for the future for a “peaceful, integrated and prosperous Africa, driven by its people, and a dynamic actor in the international community”. All sections of the Constitutive Act were covered and the approach adopted was really participatory.

This Vision was to be accomplished through seven priority **missions** of the AUC, consisting in:

- Strengthening the capacities of the integration actors;
- Ensuring the coherence of all the programmes with a view to speeding up the integration process;
- Facilitating strategic brainstorming and alertness on key issues concerning the future of the continent;
- Assuming the dynamic role of information and advocacy for Africa;
- Playing a leadership role in the promotion of peace, human security and good governance on the continent;
- Encouraging the economic, social and cultural development of the continent;
- Establishing a permanent monitoring and evaluation mechanism.

African integration should be built in a gradual manner, in three phases. In the short term, that is, by 2007, the desired **objective** was to consolidate the institutional pillars, build a human network and spin the African web. In the medium term, that is, between 2007 and 2015, the objective was to contribute substantially to the emergence of strong regional communities. In the long term, that is, by 2030, the continental integration was to be concretized and become a reality, on the basis of the gains of the two first phases.

To achieve the objective set for 2007, the Strategic Plan adopted four **strategic axes** around which the AUC was to centre its activities:

- Axis 1: Institutional transformation
- Axis 2: Peace, human security and good governance

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- Axis 3: Regional integration
- Axis 4: Shared Vision.

These four axes were subsequently operationalized through 14 **priority objectives**, 44 **strategic guidelines** and 169 **lines of action** (comprising close to 500 annual **activities**). A **programme budget** was also prepared for a total amount of US\$567.

The Vision, the missions and the strategic axes of the Plan were defined by means of a scientific method focusing on the supposed ambitions, resources, obligations and results. Each of the strategic axes was broken down into objectives, strategic guidelines and detailed lines of action, which were themselves broken down into activities with performance indicators. Thus, the various departments of the Commission have, in their respective areas, adopted the lines of action designed to help speed up the continent's march towards economic, social and cultural integration, build peace and security and spin the web of the continent, at both the human and infrastructural levels.

The evaluation exercise for this Strategic Plan responds to the concern for transparency and the accountability which should also enable us to draw lessons for the next planning period 2009-2012.

Any evaluation process should start by comparing the initial objectives to the results obtained. Consequently, the approach adopted for this review consists in comparing the actions that were initially planned for the four strategic axes and under each department with the achievements of the Commission over the evaluation period. Thus, for each of the 956 actions of the Strategic Plan 2004-2007, a qualitative evaluation of the execution level was carried out, focusing on four levels of execution: (1) completed, (2) well underway; (3) started; (4) not executed.

The work programme evaluation shows that the performance was, on the whole, positive. Indeed, in spite of the numerous constraints, nearly half of the actions planned under the Strategic Plan 2004-2007 were implemented, 46% of the actions of the Plan were executed or well underway, and 37% were executed in full. Moreover, a number of programmed actions could not be carried out because the budgetary appropriations for the work were not voted by the organs concerned. That was the case, for example, with the opening of diplomatic representations in Paris and in Ryad. Moreover, several activities that were not planned, but requested by Member States, were also implemented, and are not included in this review.

In the light of the vision and challenges, the Plan was ambitious and the task immense. Numerous obstacles hindered its implementation, including the extreme institutional

weakness that prevailed at the start-up stage and the inadequacy and inadaptability of available resources.

2. Gains

Gain No. 1: Existence of a strategic framework

The Strategic Plan has greatly facilitated the work of the AUC departments by serving as a compass in the building of concrete, measurable activities, within a given timeframe. It also makes it possible today to carry out an in-depth evaluation of these departments and facilitates the preparation of the next Strategic Plan. The Strategic Plan has also proved to be an excellent instrument of governance for the AU.

Gain No. 2: Greater visibility of Africa in the world

The major initiatives undertaken by the African Union (including in Darfur) and the building of a peace and security architecture have strengthened the credibility of Africa on the international scene. Thus, all major countries of the world have requested to be accredited to the African Union. Several bilateral and multilateral development partners have also approached the AU to propose their financial or material support.

Concerning key issues, the Commission has been able to demonstrate the AU's added value:

- The common position on Africa's debt had a very favourable response, given that at the G8 Summit of July 2005, the multilateral debts of many poor African countries were cancelled in full and the aid for horizon 2010 was doubled;
- The voice of Africa was heard loud and clear at the WTO (World Trade Organization);
- The AUC represents the voice of the continent in the dialogue with the European Union. A joint strategy between the two continents was adopted at the Europe-Africa Summit in Lisbon in December 2007, as well as a plan of action covering several areas of cooperation;
- Summits were held, under the auspices of the AU, between Africa and America, and between Africa and China.

Level of execution of the actions of the Strategic Plan between 2005-2007

	Action fully executed	Action started	Action well underway	Action not executed at all
Institutional transformation	41%	13%	15%	31%
Peace, human security and good governance	53%	6%	9%	31%
Regional integration	30%	11%	9%	48%
Shared vision	24%	7%	4%	65%
Total	37%	9%	9%	44%

3. Constraints

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- Financial resources and the irregularity of contributions: the financial resources remain inadequate for the recruitment of qualified staff at competitive levels and also for the execution of some lines of action of the Strategic Plan. In addition, the annual budget voted continues to suffer from delays in contribution. Contributions continue to be outstanding, even if the amounts are on the decrease;
- The absence of national relay facilities in Member States constitutes an undeniable obstacle to the implementation of the decisions of the decision-making organs of the AU. The Commission's Rules of Procedure stipulate that it shall implement the programmes and policies of the Union.

Difficulties were encountered in implementing the Strategic Plan.

- Different perceptions of the pace of the integration of the continent were noted among the stakeholders. Indeed, a plan of action comprising programmes designed to speed up the integration of the continent was proposed for an average budget of US\$571 million, but was considered too ambitious and the AUC was invited to design programmes that were spread over longer periods of time and of lower cost. Similarly, whereas the Commission wanted the roles of RECs to be aligned with the Treaty of Abuja, which provided for one REC per region for the five (5) regions, the Member States preferred the status quo and the coordination of REC activities proved virtually impossible.

Different approaches on the positioning of NEPAD.

- Debate on the reform of the UN Security Council which was not provided for in the Plan cropped up;
- A new major conflict broke out: Darfur (Sudan).

4. Weaknesses noticed

- The record of the implementation of the lines of action is mixed. An internal review of the AUC shows that only about 40% of the projects programmed for the period 2004-2007 was executed;
- ***Inadequate coordination among the departments*** of the Commission which continue to function in isolation;

- In spite of the numerous activities carried out (sectoral ministerial conferences, adoption of a charter on democracy, elections and governance) ***the real impact on African integration remains limited*** (given that Member States do not systematically ratify texts after signing them);
- ***Collaboration with the RECs (Regional Economic Communities) has made very little progress***, except in the area of peace and security. No new delegation (except for the one in Southern Africa) was opened in the RECs – a factor that does not allow for the strengthening of working relations between the AU and the RECs. Moreover, AU-REC coordination meetings, which are supposed to be held twice a year, are not regular. The agenda for the rationalization of regional economic communities (RECs) - pillars of the integration - has made little headway, in spite of the numerous meetings and brainstorming sessions on the subject. Thus, many countries continue to be members of several RECs.

5. Recommendations for the Strategic Plan 2009-2012

- ***Define a limited number of priorities***: Strategic Plan 2004-2007 suffered from being too ambitious initially, especially considering the limited institutional capacities of the AUC. In an effort to forge a wide consensus, the AUC wanted to integrate into the Plan the concerns of all actors, but their strategies were not always the same. Experience has shown that it would be desirable in future, within the strategic framework henceforth drawn up, to select a number of priorities and ensure that they accomplished. By so doing, the AUC would improve its resource absorption capacities for available funds, focus on results and impact, and closely monitor the implementation of its initiatives.
- ***Consolidate the progress achieved in the area of peace and security***. This is both an emergency (on account of the delicate situation of peace in several parts of the continent) and a logical choice (considering the credibility which the AUC has now gained in that area).
- Strive to concretely foster the building of African integration. The adoption of a Minimum Integration Programme (MIP), which each REC and each Member State will endeavour to implement, will make it possible to move Africa step by step towards the ultimate objective of continental unity.

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- Promote the adoption and respect by Member States of common values. The pre-condition for any successful integration is for the stakeholders to share a certain number of values built on their common history and universal principles.
- Make the institutional transformation effective. There is no doubt that the AUC's capacities have been considerably strengthened, especially in their human (recruitments), financial (quadrupling of the annual budget of the AUC) and material (acquisition of systems VSAT, IMIS, Knowledge Management) components. However, few changes were noticeable in the institutional culture and the management processes.

Conclusion

We are approaching the Strategic Plan period 2009-2012, armed with the lessons learnt from the previous plans, bearing in mind the recommendations of the Panel of Auditors and guided by the four pillars defined in the conceptual paper presented by H. E. the Chairman of the AU Commission.

After four years of implementation and following the analysis of the various evaluation and monitoring reports produced by the Department of Strategic Planning, a number of questions deserve to be asked:

- Are the priorities of the AUC still the same?
- Is path of integration the right track for the AUC?
- Does the continental organization meet the expectations of the various stakeholders?
- Should the AUC adopt the same vision and the same mission and strive for the same objectives and programmes?

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Moving Africa Forward

The first African Union Commission (AUC) Strategic Plan Framework, covering the period 2004 to 2007 expired at the end of 2007. It was a major instrument and a roadmap that served as a basis for the formulation of various programmes, projects and activities of the Commission, resulting in commendable achievements.

However, in the context of a dynamic economic environment, the following questions need to be asked: After 4 years of implementation of this Strategic Plan, are the AUC priorities still the same today? Is the AUC moving in the right direction? Is the organization meeting the major expectations of its stakeholders? How will Africa meet these expectations by 2012?

These are the questions that this document seeks to answer; moreover it defines the policy priorities and sets out the human and financial resources required to manage them. Furthermore, it provides a unique opportunity to look ahead. The dialogue it sparks between African stakeholders is essential to properly prepare the next stages in continental integration.

The work done by the previous Commission was taken into consideration in laying the foundations for many of the strategies adopted in this new Strategic Plan 2009-2012, as they remain unattained. The Vision of the African Union, which is a long-term vision, remains the core direction for the Commission's work, but with slight modifications, made to reflect the willingness of the Heads of State and Government to work, as a matter of urgency, for the ambitious endeavour of moving Africa forward and of building the United States of Africa.

To be effective, the African Union needs to be clear about its political priorities. Therefore, the strategies as discussed herein are realigned with the new environment in Africa and the world at large and with the expectations and interactions of all the stakeholders at different fora, bringing forward a new roadmap setting out high priority areas for the period 2009-2012.

H.E. Jean Ping

Chairperson

African Union Commission

EXECUTIVE SUMMARY

1. In the last decade, Africa achieved an average growth rate of about 5.5% per annum. This modest growth was stimulated by an improved political and socio-economic environment. There was a remarkable reduction in conflicts between African States and improvement in the peace and security situation in general. Several countries benefited from high primary commodity prices, adoption of sound macro-economic policies and reduction in debt stock through the HIPC initiative.
2. Notwithstanding the positive trends, Africa still faces many challenges that threaten to slow down the pace and momentum of sustainable development. Africa needs to grow at least by 7% per annum in order to achieve the Millennium Development Goals (MDGs) by 2015. New threats and challenges arise from climate change, volatile commodity prices and an unfavorable global economic order and architecture. The recent rise in food and energy prices will lead to an increase in poverty levels. In addition, the issue of the dependency on a limited number of primary commodities and on exports with little value addition remains a critical challenge. Globally, the manufacturing trend has shifted from the West to the East, which has thus become an increasingly important global player and market. Africa should be strategically placed to exploit the opportunities in this transition while preparing to be the next frontier by investing in Technology and reduction in cost of doing businesses and in overall competitiveness.
3. To engender higher growth, Africa will need to continue paying even greater attention to peace and security matters, socio-economic integration, especially market and infrastructural development, governance and political integration and cooperation. It is indeed in these areas that the African Union finds its relative niche. The Commission in developing this strategy for the next 4 years bears in mind its comparative advantage, the principle of subsidiarity with Member States and RECs, complementarity with the African Development Bank and the Economic Commission for Africa and its unique position to speak for Africa.
4. The Strategic Plan is built on the 4 pillars, namely, Peace and Security; Integration, Development and Cooperation; Shared Values; and Institution and Capacity Building. Its strategic objectives outline the broad goals that the Commission seeks to achieve by 2012. These are:
 - a. Reduce the conflicts to facilitate development and integration.

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- b. Ensure continental stability and security as a prerequisite for development and integration of Africa.
- c. Define a clear path to attaining middle-income status by Member States to Africa's Development agenda.
- d. Draw a clear road map towards political, physical, economic and social continental integration.
- e. Enhance global Cooperation for Sustainable Development and Integration.
- f. Define a common approach/understanding to good governance, democracy and human rights.
- g. Create an African-wide Humanitarian policy mechanism.
- h. Ensure the entry into force of all outstanding legal instruments adopted by the General Assembly.
- i. Create a framework on the promotion of African multi-culturalism and multi-lingualism.
- j. Enhance Synergy and Collaboration among Member States, RECs and AU Organs towards AU's Integration Agenda.
- k. Institute an effective and efficient Commission of the African Union.
- l. Define a framework for sharing Africa's Research and Development Initiatives.

A. INTRODUCTION

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1. Since its inception in 2003, the African Union has made important steps towards the development of the continent, thus raising its profile. To date, African Member States have maintained strong unwavering unity and solidarity towards Africa's common challenges since the days of the Organization of African Unity. The Union seeks primarily to improve the quality of lives of the citizens of the continent through development and integration. It strives to promote unity, solidarity, cohesion and cooperation among the peoples and states of Africa, while developing new and stronger strategic partnerships worldwide.
2. Numerous challenges and opportunities stand between Africa and its common vision. Politically and economically, the continent has made important strides forward in the last ten years. Its rich natural resource base has become increasingly important in the global dynamics. The threat posed by climate change and greater marginalization calls for urgent concerted and focused action by Africa. In between the critical challenges it faces and the opportunities that abound, Africa must continue in its march towards securing a better life for its people. It must confound its critics and show the latent capacity it has to move forward.
3. In doing so, Africa must carry along its people, build on deep cultural and resource diversity, and make informed strategic and deliberate choices for development and integration. Efforts to have Africa speak with one voice must be enhanced and greater value obtained for the benefits and wealth on the continent. To this end, the Union will work in close collaboration with and through the Member States, RECs and its organs. The Commission provides the main platform through which the collaboration and programme development and implementation takes place.
4. The Strategic Plan 2009-2012 capitalises on the lessons of the past, especially from the implementation of the previous Strategic Plan 2004-2007, and provides a solid framework, a clear strategic direction, new policy formulation, methodological, general planning and budgeting guidance to the Commission for the next four years, in the development and implementation of the Union's programmes and activities.

B. VISION OF THE AFRICAN UNION

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5. The vision of the African Union is: **“An integrated, prosperous, equitable, well governed and peaceful United States of Africa, driven and effectively managed by its own citizens and representing a creative and dynamic force in the international arena.”**
6. This vision of a new, forward looking, dynamic and integrated Africa will be fully realized through a relentless struggle to be waged on several fronts and as a long-term endeavour. What is important is to launch the process, infuse it with an irreversible momentum and establish the milestones to attain the ultimate objective.

C. MISSION AND VALUES OF THE AFRICAN UNION COMMISSION

7. The mission of the Commission is to , be an efficient **and value-adding institution; driving the African integration and development process in close collaboration with the African Union’s Member States, the Regional Economic Communities, and the African citizens.**
8. The values that would guide and govern the working and operations of the Commission are:
 - Respect for diversity and teamwork.
 - Think Africa above all.
 - Transparency and accountability.
 - Integrity and impartiality.
 - Efficiency and professionalism.
9. The Commission will endeavour to fulfill its mission by developing clear goals and strategies. The values indicated above will be the basis for ensuring the AUC achieves its Mission. They will also encourage the development of a service culture for the entire organization.
10. The Commission on the other hand will be guided by the following principles:
 - a) Subsidiarity and complementarity with other Organs, Member States and REC's
 - b) Results orientation, feasibility and impact focus
 - c) Close coordination and cooperation with RECs
 - d) Coherence of policies and programmes

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- e) Networking approach that takes advantage of resources available through other actors

The Commission therefore will endeavour, guided by these values and principles, to achieve its mission by ensuring clear goals and strategies are implemented. The Commission will commit the requisite resources to meet the expectations of its stakeholders. This would require the Commission to present a number of specific proposals to give full force to its provisions, and bring new possibilities and benefits to the citizens of Africa.

D. ANALYSIS OF STAKEHOLDER EXPECTATIONS

11. In developing the Strategic Plan, the Commission undertook a thorough analysis of its stakeholders. The stakeholders are all the actors who influence, affect, or benefit from the Commission's services and collaborate with it in the delivery of its mandate. Their expectations form the core of the direction for the Commission's work.
12. Key stakeholders include Member States, acting through the Assembly, the Executive Council and the Permanent Representatives Committee (PRC). They are engaged in policymaking or executive functions of the Union. Also under this category are the Specialised Technical Committees and the Ministerial Committees. Other stakeholders include the Commission staff, African citizens and Diaspora, civil society, development and strategic partners, the private sector and the media.
13. An analysis of their expectations reveals that in general, the stakeholders expect the following:
 - (a) Greater transparency and accountability.
 - (b) Effectiveness and Efficiency in delivery of its mandate and services.
 - (c) Better communication and information-sharing.
 - (d) Responsiveness to opportunities and threats facing Africa.
 - (e) Leadership, coordination, collaboration and greater involvement in processes of the Union.
 - (f) Timely reporting and contract compliance.
 - (g) Continental leverage to promote Africa's interests.

E. ASSESSMENT OF THE EXTERNAL ENVIRONMENT

14. Africa's opportunities and challenges are subject to the events that occur within the global environment. In pursuing programmes that will address Africa's peoples' expectations, an analysis of the global and continental environment is essential and is contained herein below. The findings have shaped the proposed strategies formulated to deliver on the expectations.

(a) Global

15. The current international system and order has been in transition since the end of the Cold War. The emerging pattern is not clear and will probably take several more years before it congeals. This in part is due to the lack of global consensus on political values and ideology. There is however a renewed sense of change around the globe even as the pattern is developed. There is a greater demand for a different approach to governance and interrogation of existing or traditional methods and systems. It is expected that greater multilateralism will be part of the new order and the new leadership in the United States of America reinforces this. This is further reinforced by the emergence of new powers on the global scene and a new balance between the West and the East.
16. Such a change however carries with it the potential threat of instability arising from failing states and geo-political competition. This has, for instance, introduced new challenges such as piracy. The potential for cooperation exists in some places but lacks in others. Some parts of the world are still experiencing on-going deep-seated conflicts or have potential for new ones. Human living conditions have improved greatly over the past century, brought about by unprecedented technological and economic transformations. The rising prosperity has however not benefited all regions or countries. Inequality between the world's rich and poor regions has increased dramatically over the period.
17. In the Post-Cold War era, the world has experienced tremendous liberalization in trade and financial regimes. In the recent past, the global system has witnessed the intensified trade regime negotiations, both under Doha Rounds and Economic Partnership Agreements (EPA), financial crisis, rising oil, energy and food prices. The nature of the international monetary system has also significantly changed. With further advance of globalization, volatility of the financial markets, including exchange rates will probably continue. The recent entry into recession of some of the world's largest economies and the ever-rising unemployment rates do not point to brighter economic prospects.

18. Technological innovations and the dismantling of trade barriers over the past decade have contributed to an acceleration of growth in global trade. This is attributable to faster growth in developing countries as a group. However, many of the poorest states have not kept pace. HIV/AIDS, other pandemics, and the adverse effects of climatic change have brought an increase in the number of the world population living under the poverty line, thus severely impacting on the general global populace despite the unprecedented growth in technology.

(b) Continental

19. Great achievements have been made by putting in place effective mechanisms for peace and security, conflict prevention and resolution, modeling of African standards on democracy, governance and elections. Despite the fact that Africa has maintained a strong growth of 5.8% in 2007, some disparities still exist between oil-exporting countries and net importing oil countries. Challenges lie ahead with the expected 17 national elections across the continent in the next 2 years. In the recent past, gains made in governance have been threatened by an emerging pattern of contested electoral processes leading to political conflicts that threaten state and regional peace and stability.

20. Africa has experienced the new rush for its natural resources, pandemics, climatic change, rising oil, energy and food prices. The global financial crisis constitutes a major setback at a time when African economies were turning the corner. It undermines the significant progress made over the last ten years and further exacerbates the impact of the recent sharp increases in food prices and volatility in the oil markets.

21. It is believed that the global slowdown as a result of the financial crisis will diminish trade opportunities, access to finance, migrant remittances and Foreign Direct Investment (FDI). In fact, Africa appears to have no place at the table on the global arena, even as a new global financial architecture begins to take shape. Negative trends in economic growth, performance and social well-being will provide strong indications of Africa's remote chances in achieving the targets of the MDGs by 2015.

22. The global trend in the post-Cold War era has been towards the emergence or strengthening of regional blocs or groupings. Africa has not been left behind in this regard. It seeks the enlargement of national markets and harmonization of regulatory frameworks and policies to help create a competitive environment

conducive to investment and export development. African countries hope to achieve significant leverage in negotiating favourable positions within the emerging global trading regime. However, the process of African integration continues to be limited by several constraints.

23. First, the weak inter-connectivity across countries, in terms of air transport, road and rail infrastructure makes it difficult for the creation of synergies in the exploitation of natural resources. Overcoming this is one of the key steps to sustainably integrating the continent. This is further complicated by the challenge of reaching far greater public levels of consensus on a shared vision of the future for the African Union. The inadequacy of the infrastructure (roads, rail links, vital bridges over major rivers and telecommunications facilities) hampers the circulation of goods and services on the continent, while severely limiting the sharing of experiences. In 2007, the Intra African Trade averaged only 10% of the total volume of trade.
24. Second, inadequate progress in harmonizing the Regional Economic Communities delayed their emergence as the building blocks of continental integration. The slow pace is due to lack of leadership in implementing the Banjul decision on coordination and harmonization of RECs at the continental level, poor appropriation and implementation of agreed decisions and programmes at the national levels, duplication of mandates and programmes, dispersal of scarce human and financial resources.

F. ASSESSMENT OF INTERNAL ENVIRONMENT

25. Since its transformation from the OAU Secretariat, the Commission has delivered major initiatives to meet these objectives, to move the African agenda forward and to confirm the AU's role in our globalised world. During the Maputo Meeting, the Executive Council approved an establishment of 923 staff. Progress has been made towards attaining the full complement. However the Commission is still characterized by numerical and qualitative staff shortage. There is need to review the structure against the strategic requirements of the Commission, allocating staff to political priorities. Such a review would be based on factors such as subsidiarity, complementarity with other bodies such as AfDB and ECA .
26. The Commission faces acute shortage in office space and equipment. The recent commissioning of the construction of the ultra modern AUC Conference Centre will help alleviate the current shortages in terms of physical infrastructure and office space.

27. Through the goodwill it enjoys, the AUC continues to attract steady funding from Member States and partners. This has strongly encouraged the AUC to institute some internally driven process improvement, and technological and institutional reform initiatives such as the Process Facility, IMIS, VSAT, AMERT and KMS.

G. S.W.O.T. ANALYSIS (Strengths, Weaknesses, Opportunities, Threats)

28. In order to address the challenges that the Commission has identified through the internal and external environment, a SWOT analysis of the Commission was undertaken during many brainstorming sessions. The results of this analysis, combined with the assessment of the implementation of the Strategic Plan 2004-2007 are as follows:

- a) Numerous opportunities abound for which the Commission in the next four years could position itself to advance the African cause. These include: the transition of the international order, new US leadership, the need for Africa to speak with one voice on key international issues, the fatigue over crises and conflict on the continent, the possible development of the new financial architecture, goodwill by development partners and the new strategic partnerships for Africa. In addition, the shift in manufacturing from the West to the East and need for competitiveness.
- b) In order to exploit these opportunities, the Commission has the advantage of a clear mandate of 53 African states, high global profile, capacity to convene agenda-setting meetings, deep and broad cultural diversity, clear linkages to the Regional Economic Communities, existing institutional arrangements, a strong sense of Pan Africanism amongst the staff and leadership committed to change.
- c) The Commission must address the re-organization of its structures; improvement and accreditation of systems, processes and technology; transformation of the organizational culture; gaps in qualitative and quantitative human resource capacity, reliable and sustainable alternative sources of funding. This would provide it with greater leverage in taking full advantage of the existing opportunities.
- d) The threats to the continent include pandemics, climate change and desertification, continued or new conflicts in Africa and globally, dependency on limited primary commodities, economies not diversified, high unemployment,

high-speed technological advancement, rising demand for energy and food, being left out of the emerging financial or global order, further marginalization. Each of these however, holds potential opportunities for the Commission, should its weaknesses and strengths be adequately addressed.

H. COMPARATIVE ADVANTAGE

29. Since its establishment, and in line with its mandate, the Commission has focused on the several core values and strengths in which, as a unique Pan-African Body, it possesses comparative advantage. As a result, the Commission's major comparative advantages are derived from an analysis of the Organization's general strengths, recognizing that, while they are considerable, they constitute comparative advantages only when appropriately brought to bear on problems for which the intervention of an organization such as the Commission is needed.

30. The Commission finds its niche in the following thematic areas:

- a) The mandate by 53 Member States provides the Commission with the niche to lead in and drive political integration
- b) The Commission has the advantage of exercising its mandate of political leadership and direction towards economic, social and physical integration of the Continent.
- c) The Commission using the Union platform provides the most practical platform to continental standards and approach on issues of governance.
- d) The Commission is the vehicle through which Member States build institutions and capacity for Africa's development and integration.
- e) The Commission has the mandate to lead on the peace and security programmes in Africa.

(See Annex 2).

I. STRATEGIC PILLARS

31. Drawing from its mandate, stakeholder expectations and SWOT analysis, the new commission has identified four strategic pillars around which its priorities and programmes for the next four years will be developed. These are:

- a) Peace and Security;
- b) Integration, Development and Cooperation;
- c) Shared Values; and
- d) Institution and Capacity Building.

32. The Strategic Plan 2009-2012 will be implemented through these four pillars. Its programmes will be implemented largely in collaboration with stakeholders, including Member States, other organs of the Union, Regional Economic Communities (RECs), staff members of the Commission, the private sector and civil society, African citizens in the Continent and in the Diaspora and Strategic and Development partners.
33. Under **Peace and Security**, Africa seeks to eliminate ongoing conflicts, prevent recurrence of new ones as well as prevent a relapse to conflict by states recovering from conflict on the continent by addressing factors that cause conflict. This is to ensure sufficient peace, security and stability to create conditions for development and integration. The Commission takes a broad view to Peace and Security. It is a multi-sectoral strategic issue. Security in its broad sense entails the addressing of identified threats to the political, economic, military, social and environmental systems at the state, regional and continental levels.
34. The primary responsibility for peace and security on the continent remains with the Member States of the Union. The RECs and the AUC provide regional and continental leverage to aid in meeting existing and emerging peace and security challenges. The global trends indicate that increased growth and influence by the emerging powers will place greater strains on the natural resources around the world, and more so Africa, simultaneously raising the potential for a rise in conflicts. The people of Africa on the other hand yearn for greater peace and security.
35. On **Development, Cooperation and Integration**, Africa seeks, to attain a middle-income status for all its Member States, increasing the quality of life of its citizens, through competitiveness on the globe, inter-connectedness and greater engagement in intra-Africa trade. In this regard, Africa seeks stronger and equitable strategic partnerships-in-action that foster its economic and development interests in favour of its peoples. On the whole, and in synergy with programmes under Peace and Security, a renewed focus on this strategic issue is imperative.
36. The Commission in this regard, bearing in mind the principle of subsidiarity, aspires to promote or coordinate strategies and programmes on continental integration and development. In order for Africa to play a more important global role and meet the Millennium Development Goals, several initiatives targeted at sustainable economic growth, competitiveness, productivity and self-reliance are essential. As in Peace and Security, Member States have the primary responsibility for development. RECs

and the Commission provide important vehicles for economies of scale or regional and continental leverages. Other actors, such as the United Nations, particularly through ECA and UNDP have important roles, in particular, building the capacity of the players under this pillar. The Commission will provide political leadership, address challenges relating to inter-connectivity between regions, and where the RECs need support, between states.

37. On **Shared Values**, Africa seeks to promote existing and agreed-upon shared values across the continent at individual, national and regional levels. At the individual level, the values include: *right to life, identity and opportunity; fundamental freedoms; tolerance; participation in governance; reciprocal solidarity in times of joy and sadness; dignity and respect; justice; sense of fairness; equality of persons; respect for the elderly; integrity; community dynamics; control of one's destiny.* At the national or regional level, the values include: *Sovereignty and independence; adherence to the rule of law; democracy and representation of the will of the people; care for the weak; self-reliance (economic and social); justice; public order, equality, fairness, national self-determination; solidarity of States; stability of the environment.*
38. There is a sense of appreciation of the common values across Africa and a need to celebrate these values while incorporating them across each of the strategies adopted under each pillar. The African Union has already embraced these values as a basis for unity of the continent and the ingredients on which its unity of purpose will be built. In order to do so, programmes on governance, democracy and human rights, balance in economic systems and environmental conservation will be essential in addition to the linkages to peace and security, development and integration and capacity and institution building in Africa. The Commission has the platform through which Member States will set standards and benchmarks on these elements, promote them and share best practices. The Commission and RECs will further provide platforms for the mutual development and convergence of the values. The Commission seeks to promote a common understanding and practice of the values.
39. Under **Institution and Capacity Building**, it is recognized that in order to achieve the goals leading to its aspirations in each of the foregoing pillars, strong institutions and capacity would be necessary in each of the targeted areas of intervention. The main focus of the programmes under this pillar would be on development and integration capacity. The key actors responsible for development and integration, peace and security as well as governance are Member States, RECs and the AU

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organs. The ultimate objective of the Commission would be to have institutions that are efficient and effective, working towards the AU vision in harmony and synergy.

40. The role of the Commission in this regard is to provide the necessary linkages and support to the operations of the other players. In this regard, the Commission will seek to enhance its own internal capacities to optimal levels, while forging new alliances and partnerships. Renewed focus on Pan-African bodies will be instrumental in the Commission's effectiveness and efficiency drive. The Union's strategic partners such as the Economic Commission for Africa and United Nations as well as the African Development Bank would have a key role in the collaboration towards developing institutions and their capacities for development and integration.

J. STRATEGIC OBJECTIVES - AFRICA 2012

I. PEACE AND SECURITY

41. Since 2002, the AU has gradually emerged alongside some Regional Economic Communities as Africa's main political and security actor, engaging in concrete actions in the area of conflict prevention, management and resolution. In parallel to political initiatives aiming at the prevention and resolution of conflicts, some African-led peace support operations have been deployed, often in a very hostile environment and in a very sensitive political context (e.g. AMIS, AMISOM).
42. The greatest drawback to development in Africa at continental level is the proliferation of armed conflicts, in which millions of lives have been lost, property destroyed and great development opportunities lost. The conflicts that have scarred the continent have also produced waves of refugees, returnees and displaced persons, triggered in proportion to the size of the conflicts, and led to systematic and ever-increasing violations of international humanitarian law as manifested by the heinous acts of violence often committed against civilian populations.
43. The number of armed conflicts in Africa dropped by half between 1999 and 2006, while the number of conflict-related deaths in 2006 accounts for only 2% of the level for 1999. Even so, many areas of the continent are still in the throes of armed struggles, often involving forces from the same country. The coming into existence of the Union and its direct focus on peace and security, with assistance from the peace mechanisms of the United Nations and development partners, has so far considerably helped to reduce conflicts on the continent. But the progress remains

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fragile; it needs to be consolidated through the continuous commitment of the stakeholders and the unwavering support of the international community.

44. In its approach to Peace and Security on the continent, the Commission takes a broad view, within which it will seek and apply resources. The Peace and Security agenda will include structural conflict, conflict prevention, management and resolution as well as post-conflict recovery and reconstruction. In addition, the Commission will seek to promote continental security and stability to guarantee peace on the continent and allow for development and integration. In this regard the Commission has formulated two strategic objectives as shown below.

I-1. Reduce the conflicts to facilitate development and integration.

- i. In order to reduce conflicts on the continent, the Commission will promote or implement strategies and programmes aimed at preventing new conflicts, managing and resolving existing conflicts, while ensuring areas recovering from conflict do not relapse into past situations. In undertaking programmes and activities to achieve this goal, the Commission recognises the role of other stakeholders. Member States retain the primary responsibility to provide a stable environment and security for the people of Africa. The Commission working with the RECs plays a complementary and supportive role in that regard. To this end, the following strategies have been identified:
 - a) Fully operationalise the Peace and Security Architecture to reduce armed conflicts.
 - b) Undertake effective Peace Support Operations,
 - c) Ensure funding predictability and broaden the application of the African Peace Facility.
 - d) Promote and /or coordinate or promote programmes on conflict prevention
 - e) Promote and /or coordinate Post-Conflict Reconstruction and recovery programmes
- ii. The Peace and Security architecture (APSA) is comprised of the Peace and Security Council, the Panel of the Wise, the Africa Standby Force, Regional Mechanisms, the Continental Early Warning System and the Peace Fund and the Common African Defense Policy. When this architecture is fully operational, it will provide a comprehensive approach to conflict prevention, management and resolution, therefore making existing peace support operations more effective. Inter-departmental and cross-sectoral programmes will be designed and rolled

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out to ensure a holistic approach. A similar approach will be adopted in the development of post-conflict reconstruction and recovery programmes, in collaboration with other key partners.

- iii. The Union will place emphasis on controlling the proliferation of arms and light weapons on the continent. The Commission will, for its part, strive to discharge as effectively as possible its mandate in conflict prevention, including speedy response to crisis situations on the continent, strengthening its presence on the ground, especially through liaison offices in conflict areas or in post-conflict situations, and ensuring a more effective monitoring of the framework of action for post-conflict reconstruction and development.
- iv. The African Peace Fund, established in collaboration with the European Union, will be maintained and extended to civilian components of initiatives and to capacity building for relevant African institutions and structures. It will evolve in future into an actual Pan-African organ, fully involving all African countries, while developing relations based on coordination, dialogue and information-sharing with the European Union. Partnership with the United Nations for the funding of AU-led peacekeeping operations will also be consolidated and strengthened, with a view to ensuring greater visibility, durability and flexibility.

I-2. Continental stability and security for the requisite development and integration of Africa.

- i. In order to promote stability and security, Member States, RECs and the Commission will work in close collaboration to strengthen and stabilize the political, economic, social, military and environmental systems. The programmes under this objective would be multi-sectoral and will be in synergy with the peace initiatives. The following strategies will be applied:
 - a) Promote/coordinate programmes on the development, stabilization and security of political systems.
 - b) Implement the Borders Programme.
 - c) Promote/coordinate the development and implementation of stable economic systems.
 - d) Promote/coordinate attainment of continental physical security.
 - e) Promote/coordinate the development and implementation of a continental environmental management and conservation system.

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- ii. Programmes on political and economic stability will be closely linked and implemented in synergy with programmes on development under the Development, Integration and Cooperation pillar governance under Shared Values. The distinction would be that under this objective, benchmarks would be determined for basic stability and peace promoting systems, while under governance and development, growth and wealth creation will be the goal.
- iii. In pursuing these strategies, some of the expected outputs would include implementing the Borders Programme, in such a manner as to conclude that by 2012, with the assistance of the United Nations, the delineation and demarcation of African borders, thus putting an end to the recurrent disputes and misunderstandings on the borders.
- iv. Special attention will also be focused on political and economic institutions on the continent. Access to and distribution of political and economic power and resources by different groups in Africa is an issue that deserves attention with a view to eliminating both the wide disparities and the perceptions of it.
- v. To promote physical security on the Continent, special attention will be devoted to issues linked to organized transnational crimes and international terrorism, mercenary activities and piracy or coast line security, human and drug trafficking, as well as light and small arms trafficking, illicit trade in natural resources, all of which are factors favouring the outbreak and spread of conflicts, while helping to undermine institutions. A common approach or platform will be encouraged to deal with these issues.
- vi. Towards continental environmental conservation, initiatives such as setting a continental institutional framework for bio-security will be continued by encouraging Member States to adopt the African bio-security strategy and the model regulation prepared for that purpose. Africa will thus be able safely to avail itself of the benefits of modern bio-technology. This will form only part of a wider Continental Environmental Conservation Strategy.

II. DEVELOPMENT, INTEGRATION AND COOPERATION

45. The primary goal of the African Union is to promote sustainable development and integration. Development and integration are primarily the responsibility of the Member States. The African Union and the RECs are vehicles through which aspirations in integration will be attained as a suitable response to the global

political and economic trends towards regional blocs and global trade. In terms of cooperation, intra-Africa cooperation will facilitate integration, trade and development. Greater efforts need to be directed towards Africa effectively taking advantage of the global opportunities for the good of the people of Africa. The African Union seeks to provide the continental leverage to address emerging challenges in development and integration through the following three broad goals.

II-1. A Clear Path to attaining Middle-Income status by Member States.

- i. African States need to grow at least by 7% per annum to meet the MDGs and beyond. To do so, there is need to identify growth opportunities and encourage a shift in paradigm from focus on external support to investment and creation of business opportunities. The challenges in economic development relate to enabling firms both local and foreign to operate in Africa and compete from Africa in an integrated world market. The African Union as a pan African body can provide a platform for sharing of best practices, promotion and coordination of programmes and initiatives requiring inter-state and inter-regional cooperation or joint approaches in this regard.
- ii. To achieve this objective, the Commission will work with Member States, the Economic Commission for Africa and the African Development Bank. It will apply the following strategies:
 - a) Promote and coordinate the accelerated implementation of Millennium Development Goals.
 - b) Promote industrialization and value addition to the processing of raw materials in Africa.
 - c) Promote or coordinate the achievement of competitiveness by Member States.
 - d) Promote or coordinate the implementation of the Africa Charter on Statistics.
 - e) Promote or coordinate the greater agricultural productivity, and,
 - f) Promote the development of an African environmental and natural resources management policy.
 - g) Promote the development of the African private sector, and its involvement in the AU programme.
- iii The Commission will promote and seek better coordination of the continent's efforts to attain the Millennium Development Goals. The Commission will also

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seek to promote competitiveness, diversity in economies and value addition to products and commodities originating from Africa by implementing an Africa-wide competitiveness framework to be adopted by Member States.

- iv. Similarly, in order to promote the continent's economic management, planning and cross-referencing, information on the state of the African economies, trends and growth patterns is critical. The Commission will promote the implementation of the African Charter on Statistics to that end.
- v. The continent must meet the challenge of speeding up its industrialization, by diversifying production and processing the agricultural, mineral and fisheries resources, rather than exporting them as raw materials. Africa is also faced with the challenge of scaling up its value chain and establishing a foothold in the global trade and finance networks. To meet these challenges, the Commission will continue to collaborate with the RECs to put in place common industrial policies within them, while drawing inspiration from the African Plan of Action to speed up industrial development.
- vi. Key issues such as promotion of greater agricultural productivity to provide food security on the continent are essential to sustainable economic growth, as is climate change and desertification. The Commission will work with the RECs to formulate a common agricultural policy and promote the full implementation of both the CAADP guidelines and the commitment undertaken in the Maputo and Sirte Declarations by the Heads of State and Government to devote at least 10% of their national budgets to agriculture and rural development. In practical terms, the concrete initiatives aimed at raising, through research, agricultural production in Africa (African seed and fertilizer programmes) will be continued, while putting in place a network for the exchange of information between countries on their food reserves.
- vii. The Commission will also encourage the Member States to integrate the problem of climate change, the management of natural resources and the conservation of biodiversity, as well as the fight against soil degradation into their development plans and their poverty reduction strategies. Concurrently, it will continue to support the realization of the Great Green Wall across the Sahara Project and implement the United Nations Convention to Combat Desertification (UNCCD).
- viii. It will also help to facilitate the development of capacities and funding of the African private sector by promoting public-private partnerships and various

initiatives such as setting up the pan-African Stock Exchange and by supporting the formation of Africa-wide micro- finance umbrella organizations. Moreover, the Commission will promote investments, by working for the overall improvement of the continent's image in addition to other initiatives.

II-2. A Clear Roadmap Towards Political, Economic, Physical And Social Continental Integration.

- i. Africa's ongoing regional integration is crucial, as it serves as a stepping-stone towards the continental integration. In this regard, the African Union attaches great importance to the Regional Economic Communities, which are the building blocks of continental integration. The Union's integration will be enhanced by convergence of the programmes of the RECs, ensuring that they cooperate closely with each other and with the African Union. The Commission will develop the internal mechanisms required to strengthen its coordinating and harmonizing role among RECs.
- ii. Taking cognizance of the fact that MIPs (Minimum Integration Programmes) are intended to provide greater coherence in the overall movement toward regional integration at a continental level, AUC has to reach an agreement with the RECs on MIPs to be implemented and develop a roadmap to achieve the agreed MIPs. To achieve this objective, the Commission will apply the following strategies:
 - a) Promote/coordinate the implementation of the Abuja Treaty with clear timelines for each stage, in close synergy with the AU accelerators and benchmarks.
 - b) Develop a roadmap towards the United States of Africa
 - c) Operationalise a continental Financial/Insurance Architecture.
 - d) Complete the infrastructure master plans and promote their implementation through PIDA.
 - e) Implement decisions on connectivity and promote/coordinate key flagship projects in infrastructure.
 - f) Agreement on the African Passport, health and migration.
- iii. The Union's integration agenda will be enhanced in collaboration with the Member States and RECs working with strategic partners. At the top of the priorities will be to promote the convergence of the programmes of the RECs. Focus will also be placed on the accelerators and benchmarks adopted by the

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Committee of Twelve Heads of State and Government meeting on the Union Government in Arusha, Tanzania.

- iv. The Commission will seek the approval from the AU decision-making organs to immediately open a delegation in each REC. The meetings of the AU-RECs will also be institutionalized and organized at the level of the Heads of institutions. In addition, the Commission will promote regular collegiate interaction with the RECs.
- v. In consultation with the RECs, the Commission will also promote and monitor the implementation of a Minimum Integration Programme (MIP), at the continental level and at the level of each REC. An appropriate framework will be put in place in this regard designed to help create greater coherence in the overall movement towards regional integration on a continental level. An annual report on the state of the Union will be prepared each year in partnership between the Commission and the RECs, as that will make it possible to closely monitor the progress made.
- vi. Priority for the integration process will be focused on the development and the inter-connection of African infrastructure, for the purposes of raising trade levels and facilitating the building of continent-wide human networks. To interconnect electricity networks and to develop a common management of their water basins is of outmost importance. The African Union Commission will contribute to these efforts by formulating common policy models in the various infrastructure sub-sectors, and by facilitating the execution of a number of key continental large-scale programmes, including roads, bridges and dams. The creation of a Pan-African Fund for the development of infrastructure and of an African Fund for Rural Electrification Development will be helpful in this regard.
- vii. There is also an ongoing dialogue with the European Union on the use by Africa of nuclear energy for peaceful purposes, within the framework of the International Atomic Energy Agency (IAEA) and in accordance with the provisions of the non-proliferation Treaty and the international security standards and regulation. The promotion of renewable energy will also be a priority for the Commission.

II-3. Achieve sufficient Global Cooperation for Sustainable Development and Integration.

- i. Economically, Global Cooperation is critical in enhancing Africa's capacity to take advantage of potential opportunities offered by globalization. The implementation

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of Global initiatives such as, Aid for Trade, Paris Declaration, and Monterrey Consensus should help African countries to smoothly integrate into the global system and improve aid effectiveness.

- ii. Through all these initiatives, the AUC will have to bring together strategic and development partners within the African Development Strategic Framework.
- iii. To achieve this goal, the Commission will apply the following strategies:
 - a) Promote or coordinate the achievement of a common external trade policy.
 - b) Promote the African Agenda on promotion of international and domestic investment.
 - c) Promote or coordinate beneficial strategic partnerships for Africa.
 - d) Promote beneficial initiatives to boost Africa's financial capacity.
 - e) Strengthen the Union's external representations.
- iv. The development of a common external policy for the Union remains a long-term goal. To begin with, politically the Commission will promote prior consultation of Member States on the major issues debated on the international scene, especially at the United Nations. The joint strategy adopted by Africa concerning the reform of the Security Council constitutes a good example of success, which would need to be consolidated. The organization of an annual African diplomatic conference would help to institutionalize and improve the management of the search for common ground.
- v. The African Union may serve as the mouth-piece of Africa vis-à-vis its development partners, and demand fairer and more just world governance. Regarding international trade, the African Union offers a forum for dialogue and coordination of African positions to the World Trade Organization (WTO) or for the Economic Partnership Agreement (EPAs) envisaged between Europe and ACP (Africa-Caribbean-Pacific) countries which should fully take into account the imperatives of development and regional integration. The WTO Doha Agreement should be concluded by giving the appropriate place to issues related to development, while strengthening the access of African countries to the markets of developed countries. Also, the Commission will help RECs and Member States improve the quality of African products by putting in place models of continental standards inspired by international standards.

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- vi. The external representations of the Union will be strengthened and staffed with more qualified personnel, aimed at enabling them to better promote the visibility and image of the AUC. They will also be better equipped to co-ordinate the African Union policies within the framework of the African Group with a view to achieving a common position and value addition in the promotion of the interests of Africa. Their coordination at the level of AUC Headquarters will also be reorganized, thus facilitating communication and working relations between them and the various AUC departments.
- vii. The organization of partnership summits between Africa and several countries and regions of the world (European Union, China, India, the Americas, Turkey, Japan, South Korea) will be continued, while ensuring that such partnerships produce concrete results and or lead to mutually beneficial projects. The strategic partnership with the European Union is a model, which opens great prospects for the implementation of the integration and development of the continent.
- viii. Several initiatives will be undertaken to foster Afro-Arab fraternity and develop economic relations between Africa and the Arab world. Cooperation with the African Development Bank and the Economic Commission for Africa will be strengthened through common initiatives based on the comparative advantages of each institution. Partnership with all the United Nations agencies will also be strengthened, in the framework of the Regional Coordination Meeting (RCM), by targeting the critical assistance needs of the departments of the Commission.

III. SHARED VALUES

46. The African Union Member States have adopted a set of values, which will govern the relationship of member states in the development and move towards the United States of Africa. These values are outlined in the Report of the Committee of Twelve of Heads of State and Government. The achievement of a common approach to the shared values is a long-term programme. This will be developed through the following broad objectives:

III-1. Achieve a common approach/understanding to good governance, democracy and human rights.

- i. There is visible progress on governance standards in Africa, from initiatives to combat corruption and improve economic and financial management, to efforts to democratize the political system, promote the independence of the judiciary, and

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relations with civil society organizations and the media. However, it is noted that the challenges of instituting good governance and building capable states remain enormous in Africa. State institutions and their capacities remain weak and the democratic project remains fragile and reversible; and progress in controlling corruption remains poor because of weak public financial management capacity and infrastructure.

- ii. Member States play a pivotal role in this regard. Many have adopted universally accepted standards. Sharing of experiences and best practices as Africa strives to reach a common approach is essential. The Commission will work with Member States and RECs to that end and will apply the following strategies:
 - a) Develop a platform for Member States to share and implement the African Peer Review Mechanism (APRM)/political architecture.
 - b) Develop and implement a programme on the standards of human rights, good governance and democracy.
 - c) Develop, promote or coordinate a programme for generational succession planning and leadership mentoring and development.
 - d) Develop and implement the Africa-wide gender parity and youth empowerment framework.
 - e) Promote the implementation of the African Charter on Human rights.
 - f) Promote the ratification and implementation of the African Charter on Democracy, Elections and Governance.
 - g) Promote the implementation of the Plan of Action of the Second African Decade for Education.
- iii. Africa's emergence is linked to its capacity to build high quality human capital, by leaning for support on its extremely youthful population (60% of Africans are less than 20 years old). Indeed, in the world of today where knowledge and know-how have become key factors in the competitiveness of nations, the youthfulness of Africa's population may constitute an advantage in the future, provided that the youth receive appropriate education and training.
- iv. Promoting the implementation of the Plan of Action of the Second African Decade for Education will constitute the key action of the Commission, aimed at encouraging high-quality primary and secondary education for all African children. At the level of higher education, the African mechanism for measuring quality will be introduced, as well as the label of regional universities.

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- v. The Commission will also support exchange programmes for teachers and the movement of students from one country to another. These efforts will facilitate mutual understanding and the community of destinies among the youth of the continent. The harmonization of university programmes will also be promoted, in accordance with the Arusha Convention.
 - vi. The Commission will pursue its advocacy role of bringing together Member States to adopt the same democratic values and principles through formal legal instruments, such as the adopted African Charter on Elections, Democracy and Governance and which need to be popularized and ratified prior to entering into force. The Commission will seek to put governance interventions together with a view to building a complete structure.
 - vii. The setting up of the AU Advisory Committee on the Prevention and Combating of Corruption. These efforts will supplement the work of the African Peer Review Mechanism (APRM), which is being acceded to by an increasing number of countries. The funding for this mechanism will be looked into within the framework of the integration of NEPAD into the African Union Commission, while maintaining the necessary independence.
 - viii. The Commission will continue to promote, in coordination with various stakeholders and partners, the respect for human and peoples' social, economic, civil, cultural and political rights. This includes human and peoples' rights to peace, security, development and the right to participate in processes affecting their life, through democratic channels and smooth elections.
 - ix. Progress has been made in the implementation of the Protocol on Human and Peoples Rights on the Rights of Women in Africa, as well as the Solemn Declaration on Gender Equality in Africa. The Commission has also developed a draft Gender Policy for the AU, its Organs and the Commission, whose main objective is to create a clear vision and make commitments aimed at guiding the process of gender integration and the empowerment of women. It will provide a framework for programmes by the Commission and partners.
 - x. Concerning social welfare, the Commission will seek to integrate sound and sustainable social development into development policies in order to raise the living standards of the people of Africa and prepare a social policy framework for Africa. This will be a guide to the Member States to ensure the welfare of vulnerable and marginalized groups – and as a tool for the development of social programmes.

III-2. Achieve an African wide Humanitarian Policy

- i. The Commission will apply the following strategies to achieve this objective.
 - a) Increase responsiveness to African Humanitarian issues
 - b) Develop an African Humanitarian Index
 - c) Develop Disaster Management Frameworks
 - d) Promote/coordinate programs on human assistance
- ii. The ordinary African Citizen is more vulnerable due to effects of natural and man-made phenomena. Human beings tend to find themselves unwillingly cut-off from essential humanitarian provisions. In this regard, the Commission will champion humanitarian causes by setting up standards and norms, initiating the design and implementation of programs and frameworks for the effective management of humanitarian efforts and disaster situations. It will also correctly position itself as the preferred coordinator of Africa's humanitarian assistance efforts and gradually develop the disaster management process by strengthening the solidarity mechanisms and strategies. Moreover, the AU will enhance its response capacity to disasters and crisis, including through the establishment of specialized structures in crisis management, and maintaining a system of crisis watch.

III-3. Achieve Entry Into Force Of All Outstanding AU Legal Instruments

- i. The African Union has formulated various treaties since its OAU days. In order to facilitate the entry into force of all the 35 AU treaties, the Commission will formulate, implement and promote the necessary programmes and guidelines to assist Member States in domesticating the AU treaties.
- ii. The Commission will apply the following strategy:
 - a) Develop benchmarks and timelines for the effective enforcement of outstanding legal instruments by Member States

III-4. Achieve a framework on the promotion of African multiculturalism and multilingualism

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- i. The African Union supports the promotion of multiculturalism and multilingualism. The cultural renaissance of Africa is essential to upgrading and promoting the multi-secular common cultural heritage of the continent. The Commission will, to this end, support continent-wide cultural events. The creation of a pan-African radio station and television station will also be a major priority for the Commission
- ii. The AUC workforce diversity indicates that the management of that multi-culturalism and multi-lingualism environment should be one of the Commission's strengths. In this regard, the Commission will be able to respond to the challenges arising from this diversity and promote the same within the Member States.
- iii. The Commission will apply the following strategies:
 - a) Develop a framework on multiculturalism;
 - b) Undertake advocacy and cooperation in the promotion of multiculturalism and multilingualism;
 - c) Promote and coordinate cultural and multi-lingual programmes.

IV. INSTITUTION AND CAPACITY BUILDING

47. The vision of the African Union will be achieved through complementarity and close collaboration with Member States, RECs and the organs of the Union working together and in synergy. Subsidiarity means that none of the actors can succeed or be effective without the other on this agenda. To this end, their capacity must be enhanced and systematically developed to work together harmoniously towards AU's overall goals and objectives, primarily related to development and integration.

IV-1. Achieve a synergy and Collaboration among Member States, RECs and AU Organs towards AU's Integration Agenda.

- i. As the AU organs are fully operational, AUC will have to create the necessary synergies in order to boost these organs to operate on a complementary basis toward the integration of the continent. RECs as the regional blocs will provide the conduit for channeling the AUC's efforts in this respect at the regional level. In achieving this objective, the Commission will work with the Member States, RECs and AU organs and apply the following strategies:

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- a) Systematically enhance capacity, effectiveness and synergy of all AU organs.
 - b) Initiate the process for the transformation of the Pan–African Parliament from an advisory to legislative body.
 - c) Enhance operational linkages between AUC and PAP/ACHR.
 - d) Develop and operationalize a Framework for the African court on Human and People's Rights.
 - e) Develop a clear engagement Framework for the Executive Council and Permanent Representative Council.
 - f) Develop a Framework for Member States to effectively participate in the African integration process.
 - g) Develop operational frameworks for the financial institutions.
 - h) Implement AUC/REC Protocol.
 - i) Fully integrate NEPAD into the African Union.
- ii. The foregoing strategies will be implemented in close collaboration with the Economic Commission for Africa and the African Development Bank. The Joint Secretariat will be revitalized and supported by the Joint Support office.
- iii. In addition, the African Union will upgrade its executive functions into a Union Government. The Commission, Pan African Parliament and the African Court will be transformed simultaneously to give effect to the Union Government. The above strategies will be implemented within that context.

IV-2. An Effective and Efficient Commission of the African Union

- i. The Commission is the primary organ of the African Union, which also serves as its face and driver of its programmes and activities. It is therefore essential that the Commission is effective and efficient in executing its mandate if the African Union is to achieve its vision.
- ii. The Commission has made important strides since its inception in transforming itself from a secretariat of a liberation movement to an executive body promoting the general interest of the Union, the development and integration of the continent and taking appropriate initiatives to that end. Its capacities have been gradually developed, its profile enhanced and partnerships developed. It is now imperative that the Commission is taken to a new higher level. This would involve undertaking a comprehensive institutional reform and re-orientation process that would entail the following strategies:

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- a) Adopt lean management practices and a result-oriented system.
 - b) Promote teamwork, breakdown internal silos and encourage inter-departmental collaboration, through enhanced communication, transparency and accountability.
 - c) Introduce new financial management and budgeting systems.
 - d) Improve services, processes, procedures and ICT to accreditation level.
 - e) Re-brand the AUC
 - f) Establish alternative sources of funding.
 - g) Prepare for the transformation of the AUC to Union Government.
 - h) Re-orient organizational culture.
 - i) Improve the physical infrastructure and office space.
- iii. The principle of collegiality will be promoted in all decision-making and implementation processes. Weekly meetings will be held at the level of the College of Commissioners and bi-monthly meetings will be organized between the Commissioners and respective Directors, and between the Directors themselves, in order to coordinate their programs and activities and advise on inter-departmental issues. This will speed up the decision-making processes, build consensus and team spirit, break down the walls between departments, and dramatically increase the sharing of information. This will lead to synergies and from synergies to effectiveness, which in turn will lead to results. This will also positively effect and help reorient AUC Organisational culture.
- iv. Appropriate actions will then be initiated to build a team spirit among all the AUC Staff, developing a service-based culture and re-orienting the existing organizational culture.
- v. A quick scan of the existing practices and systems reveals waste and duplication. The Commission will endeavour to implement clear management practices to reduce this waste and improve productivity. It will embrace the principle of continual improvement.
- vi. Closely linked to this process would be the urgent upgrade of its existing processes, procedures and ICT. The Commission will re-orient itself to deal with existing internal weaknesses and seek to achieve international accreditation and certification to its service delivery. This will not only cover the Commission in general, but target specifically administration, human resource management, finance, budgeting and accounting; Conference Services and Communication. In

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addition, the Commission will introduce a results-based system that would help steer its performance and activities towards effectiveness and results linked to all identified programmes in this Strategic Plan.

- vii. At the operational level, a system of knowledge management will be set up, while working towards the modernization of the management of the central mail system, the library and the services responsible for records, including legal records. It will therefore be necessary to improve the management of information technology within the Commission, as a matter of urgency. The Commission will ensure the successful implementation of the integrated Management Information System (IMIS).
- viii. The Commission must be open to public scrutiny and accountable for its work. This requires a high level of openness and transparency. Consequently, the Commission will enhance transparency and accountability in decision-making and implementation within the African Union, including in the procurement and recruitment of staff. The new African Union Procurement Manual will then be implemented along with a new recruitment and deployment policy geared to reduce the inordinately lengthy period it takes to recruit, enhance transparency and equity, based as much as possible, on the quota system and more effective use of the talents within the Commission; while ensuring quality and merit are upheld.
- ix. On Budgeting, Finance and Accounting, the Commission will implement overall reforms aided by IMIS aimed at greater accountability and repertory. The Commission seeks to introduce the Medium Term expenditure Framework (MTEF), as the guide to linking policy, planning and budgeting. Similarly, the audit process will continue to be strengthened, including by introducing the use of information technology for auditing. That will provide proper coverage for potential risks, while ensuring the effective monitoring of the recommendations made after all audit missions.

None of this can work if the intentions and actions of the Union are not underpinned by accurate and effective communication. The AUC will thus seek to develop and promote a new brand of the AUC, by which it will be continually and consistently linked. Moreover, it should integrate communication into its policy formulation from the very beginning and focus strongly on adapting communication to national needs. This is a responsibility which must involve all African institutions as well as national authorities.

- x. The Commission currently lacks adequate physical office space and equipment to perform effectively. The Commission will seek sufficient space and equipment to function optimally. In addition, the AUC will prepare adequately for new Headquarters building and ensure its proper utilization.

IV-3. A framework for Sharing Africa's Research and Development Initiatives

- i. Science, research, and development are already a truly global activity, characterized by collaboration among various nations. International networks created by R & D diplomacy offer excellent opportunities for exchanging lessons from past experiences, opening up African countries to international funding sources, and sharing organizational competences in science and innovation.
- ii. The challenge is to put Africa back on the path to technological development. The AUC will facilitate the participation of African countries in international networks to help them build the domestic, political and scientific credibility of their academics and science advisory institutions.
- iii. The Commission will apply the following strategies:
 - a) Promote the achievement of the investment of at least 1% of GDP by African Governments into support for such development.
 - b) Promote/coordinate R & D and dissemination within Member States.
 - c) Hold Annual R & D thematic Symposia and annual contests.
 - d) Support African research centers, and link Universities and Schools.
 - e) Establish the AU Regional Action Plan on the knowledge Economy.
 - f) Plan for manufacture of pharmaceuticals products in Africa.
 - g) Set up an African Observatory for Science and Technology.
 - h) Set up an African Institute for Climate Change.
 - i) Set up an African Union Space Agency.
 - j) Set up an African Institute for Forestry and Desertification.
 - k) Establish appropriate Pan-African Institutions to promote R&D.
- iv. The promotion of technological invention and innovation, including the promotion of indigenous know-how, will be encouraged by setting up an African Observatory for Science and Technology, an African Institute for Climate Change, an African Union Space Agency, and a Pan-African Institute for Forestry and Desertification.

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- v. African researchers and regional excellence centres, selected according to pre-determined standards, will be supported concurrently. Pan-African innovation contests will be organized under the auspices of the African Union and work will be completed on the establishment of the Pan-African Intellectual Property Organization.
- vi. In view of its determination to eradicate the digital gap in Africa, the African Union will set up the African Regional Action Plan on the Knowledge Economy (ARAPKE). The strategies and plans prepared for that purpose are entering their execution phase. Thus, about ten excellence centres will be set up by 2010.
- vii. The linking of universities and schools is already underway, and several projects on the knowledge economy are in the process of being worked out with partners. Further efforts will be made, in cooperation with the RECs and national telecommunications regulating authorities, to improve the connectivity of the continent and develop high-speed networks and universal access.
- viii. The Plan for the manufacture of pharmaceutical products for Africa will be developed. The Commission will work to strengthen the current pharmaceutical production activities, where they exist on the continent, and support the creation of production units where they are needed or do not exist. The ultimate objective is to enable Africans to have access to affordable drugs, especially generic ones, in order to combat the burden of disease. Research on vaccines will also be encouraged.

K. IMPLEMENTATION STRATEGY

- 48. This Strategic Plan (SP) represents a broad indication of the AUC's priorities and Framework for development of programmes for the period 2009-2012. It lays the foundation for the development of specific and targeted programmes and goals, which would be further broken down into annual, quarterly and monthly action plans.
- 49. The next step is to elaborate on the implementation strategy, whose development would precede the rollout date, set for 1st week of February, 2009. An Action Plan with an annual implementation matrix would be developed in this regard, identifying all the key actions with the AUC Strategic partners and collaborators and other stakeholders. In the preparation of the Action Plans, clear goals would be developed for each strategy that would be Specific, Measurable, Accepted, Realistic and Timed (SMART). This would be linked to performance contracting for the AUC Staff. The actions and programmes will be properly sequenced to avoid duplication, overlap

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and dissipation of energies. Moreover, indicators used should measure if we are getting where we are planning to go. Therefore they should be Relevant, Accepted, Credible, Easy to interpret and Robust (RACER).

50. The first year of implementation would largely be a transition year. It would mark a shift from the current department-based Programming to the proposed pillar/sector-based Programming. An action planning, this would entail the development of appropriate clusters involving key department and stakeholders to develop, allocate resources and implement the action plans.
51. As a start, the Annual Budget would be preceded or accompanied by an Annual Policy Strategy Framework that would outline the Commission's detailed annual Strategies and policy implementation proposals, drawn from the broad objectives contained in this Strategic Plan. This would follow the Annual Chairperson's Report and provide the basis on which the budget for the next year is prepared and proposals made, within the medium-term framework.
52. In order to promote effectiveness, all the AUC Staff who will largely be responsible for the SP's implementation will be sufficiently sensitized on its contents, through appropriate fora and media. The sensitization will aim to deepen the Strategic Plan's ownership by the staff and stakeholders, improve their orientation of the priorities and develop a much simplified and understandable version of the Strategic Plan for all. This process would lead to the better development of implementation benchmarks and targets, which would naturally be linked to the performance contracts.
53. During the transition period, prioritization of programmes and activities will take place, according to the pre-determined sequence. This would guide the determination of resources needed to implement the programmes in terms of human resource. The existing structure and number would be reviewed accordingly to ensure optimal application and performance in the delivery of the AUC mandate in this regard, and in line with the Strategic Plan's priorities and goals.
54. In financial and capacity building terms, resources would continue to be largely sought from Member States, and development partners. The Commission will seek to achieve contribution agreements and aid effectiveness with the development partners for smoother and effective implementation of its programmes. As a starting point, the Commission has entered into a Joint Financing Arrangement (JFA) with a group of Partners known as the "Pooled Fund Partners". The pooled fund is

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supporting the development of improved business processes, including project proposal writing, fund accounting, resource mobilization, financial & performance reporting, and the establishment of a communication infrastructure. The Commission will also aspire to achieve alternative sources of funds to reduce the burden on MS and raise its implication rate.

55. The new Strategic Plan would also require that the proposed 2009 Budget is aligned to its priorities and goals. The Budget is largely based on the outstanding programmes/activities of the previous Plan, whose commitments had been made at the time of developing this plan. Therefore a rationalization exercise would be conducted simultaneously and re-alignment undertaken.

L. MONITORING AND EVALUATION SYSTEM.

56. As the Commission committed itself to implementing various programmes, it is important that there is a mechanism to monitor the progress and to ensure that the intended results are achieved. The Commission therefore will shift focus from concentrating on activities/initiatives as an end in themselves to ensuring appropriate follow up of those initiatives, and to focus on the results and the impact of the programmes and activities undertaken by the Commission. For each activity, the Commission has identified the expected results for each priority program identified, and by checking up to what extent these expected results have been actually realized through RACER indicators, this management framework becomes an effective planning and evaluation tool for the Commission.

57. The development of the Software AMERT (Africa Monitoring Evaluation and Reporting Tool) will help monitor all kinds of indicators both qualitative and quantitative. Progress in implementation will be closely coordinated in order to ensure a high level of accomplishment of program activities and the attainment of the desired results. A Coordination Committee, with members from the various AUC Departments, will meet every three months to discuss progress in the implementation of the Plans and the difficulties faced. The SPPMERM Department will play secretarial and advisory roles.

M. ESTIMATED BUDGET.

58. The success of the implementation of the Plan highly depends on the availability of appropriate resources. The various programmes to be carried out in the pillars of the Plan will require, for the period 2009-2012, a total estimated amount of US\$ 635

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million, or an average of US\$ 159 million per year. The funding will be sought from Member States and from development partners as well as the strategic partners. The estimated expenditure, per pillar, for the four years of the Plan, is as follows:

- Pillar 1 (Peace and Security): US\$ 131 million
- Pillar 2 (Development, Regional Integration and Cooperation):
US\$397 million
- Pillar 3 (Shared Values): US\$ 20 million
- Pillar 4 (Institutions and Capacity building): US\$ 87 million.

ANNEX 1

Table 1 : Stakeholders Analysis and their expectations

Stakeholder	Expectations
Member States <ul style="list-style-type: none"> - Assembly - Executive Council - Specialized Technical Committees - PRC 	<ul style="list-style-type: none"> - Transparency and accountability - Efficient and prudent utilization of resources - Timely and accurate information and reports - Clear, timely and objective implementation of decisions and approved programs - Professional and quality servicing of meetings
Other AU Organs <ul style="list-style-type: none"> - Pan African Parliament - The African Court of Justice - ACHPR - ECCOSOC - Financial Institutions 	<ul style="list-style-type: none"> - Advisory, guidance and support towards institutional formation, functionality and sustainability
RECs <ul style="list-style-type: none"> - ECOWAS - ECAS - COMESA - IGAD - EAC - CEN-SAD - SADC - AMU 	<ul style="list-style-type: none"> - Coordination in harmonization of the integration processes - Cooperation and collaboration in programmes
Civil Society	<ul style="list-style-type: none"> - Greater involvement and input in the decision-making processes of the African Union
African Citizens	<ul style="list-style-type: none"> - Push for integration - Effective response to emerging challenges in Africa - Representation of the interests of the ordinary African citizenry in the global arena

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	<ul style="list-style-type: none"> - Speak and defend African people's interests
African Diaspora	<ul style="list-style-type: none"> - Greater involvement in the AU activities - Strengthening of the African Diaspora
Strategic Partners	<ul style="list-style-type: none"> - Effective coordination with Member States - Cooperation on African common positions
Development Partners	<ul style="list-style-type: none"> - Transparency and accountability - Timely and accurate information and reports - Contract compliance
Private Sector	<ul style="list-style-type: none"> - Encouragement and promotion of viable Private-Public Partnerships - Information-sharing - Promotion of African business - Private Sector Forum
Media	<ul style="list-style-type: none"> - Promotion and engagement as a medium of transmission - Facilitation of access to information
AUC Staff	<ul style="list-style-type: none"> - Transparency and accountability - Integrity - Sound leadership - Welfare - Fairness - Equality - Career development - Job security

Table 2: SWOT ANALYSIS

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STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Mandate and goodwill of 53 African states (continent-wide organisation). - High global profile. - Capacity to call agenda-setting meetings - Staff diversity in terms of culture, expertise and background. - Linkage to 8 RECs. - Existing institutional arrangements to support mandate. - Leadership committed to change - Sense of Pan Africanism and philosophy 	<ul style="list-style-type: none"> - Weak processes, systems and IT that are neither accredited nor certified. - Inadequate and inflexible structural arrangements. - Inadequate physical infrastructure - Unsupportive organisational culture or attitudinal behaviour. - Inadequate teamwork. - Administration and leadership challenges - Gaps in qualitative and quantitative human resources, professionalism, commitment and motivation. - Weak reputation, presence and reach around the continent. - Inadequate sources of funds.

ANNEX 3

Table 3 Comparative strategic Analysis

EMERGENT THEMATIC AREAS	STRATEGIC COMPARATIVE ADVANTAGES
1. Political integration (Other actors – RECs, Member states)	<ul style="list-style-type: none"> - Commitment of the political leadership to lead, promote and coordinate political integration. - AU Mandate for AUC to undertake programmes on political integration. - AUC has the continental reach and can play the coordinative role among various RECs and Members States - AUC is better placed continentally to coordinate the integration of Members States and Regions.
2. Economic, social and physical integration and development (Other actors – Member States, RECs, Strategic and Development Partners).	<ul style="list-style-type: none"> - Political oversight and leadership over continental programmes at political and economic levels - AUC has the mechanisms (or can establish) to coordinate and promote economic and physical integration programmes across regions. - AUC can lead the process of inter-linkages and connectivity between Member states and RECs

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	<ul style="list-style-type: none"> - AUC has the unique position in designing and developing continent-wide integration programmes and projects (infrastructure, connectivity, education systems, etc.)
3. Governance (Other actors - Member states, RECs, Civil Society Organisations, Strategic and Development Partners).	<ul style="list-style-type: none"> - AUC provides the most practical arena to set up continental standards and approach on issues of governance. - AUC has the mandate to establish and implement governance-related initiatives such as APRM. - AUC has the political oversight and leadership to determine and achieve an African indigenous, locally driven and owned process of governance standards. - AUC offers Member States and RECs a unique continental platform to exchange, collaborate and share experiences related to governance
4. Institutional Capacity building for continental integration and development (Other actors – Member states, RECs, Strategic and Development Partners).	<ul style="list-style-type: none"> - AUC is the vehicle, which coordinates Institutional Capacity building in Africa for integration, and development as developed and owned by Member States. - AUC plays a key role in resource mobilization for the development of Member States -owned institutions responsible for continental integration and development. - AUC is strategically placed to promote the building of institutions and capacities for the continental integration and development agenda. - AUC harmonizes Member States' decisions and translate them into action plans to be implemented through / by Member States and RECs
5. Peace and security (Other actors – Member states, RECs, UN, Civil society).	<ul style="list-style-type: none"> - AUC has the strategic and political advantage of providing continental leverage to conflict prevention, resolution, and management. It has the unique mandate to assist in post-conflict reconstruction processes. - AUC can move efficiently into conflicts despite its limited resources. - AUC has the capability to implement global and continental decisions related to conflict resolutions

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ANNEX 4

SPPME

[IMPLEMENTATION MATRIX]

The Draft implementation Matrix of the Strategic Objectives (2009-2012) are supplemented by the Draft Strategic Plan (2009-2012)

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Pillar #1: Peace, Stability and Security				
Broad Goal: <i>A secure Africa devoid of conflict.</i>				
Strategic Objectives		Strategies/Priority Programs	Expected Outputs (2012)	Actors
1.	Reduce by half conflicts to facilitate development and integration.	(a) Fully operationalise the Peace and Security Architecture to reduce armed conflicts.	<ul style="list-style-type: none">• An effective and relevant Peace and Security Council.• A functional Panel of the Wise.• Timely and relevant decisions on Peace & Security• Troops committed to the African Standby Force.• A functional, sustainable and transparent Peace Fund• A functional Early Warning System and adopted by RECs.	M-States RECs UN DPs DPS, DPA
		(b) Promote/coordinate programmes on structural conflict management.	<ul style="list-style-type: none">• Functional mechanisms to monitor and highlight structural conflicts in Africa.• A Panel of the Wise with a broader mandate and capabilities.• Functional African Standby Force with troops trained and capacitated for PSOs.	DPS, DEA, DPA, CIDO, WGDD, DSA, DPs DREA,DIE RECs UN DPs

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		(c) Undertake peace support operations: plan, launch, maintain and wind up PSOs.	<ul style="list-style-type: none"> Exercises and deployment of ASF troops to conflict areas. Mobilised complimentary PSOs with strategic partners. Increased coordination among CEW stakeholders on EWS. 	RECs DPS, M-States, UN, DPs.
		(d) Implement programmes on conflict prevention.	<ul style="list-style-type: none"> Effective coordination and collaboration between the AU and regional mechanisms. Availability of the Peace Fund to support programmes. 	DPS, DSA,DPA, CIDO,GWDD, RECs, UN
		(e) Undertake Post-Conflict Reconstruction and recovery programmes	<ul style="list-style-type: none"> Effective programmes on post conflict recovery and reconstruction. Effective collaboration with RECs on programmes. Programmes on development of systems in areas recovering from conflict. Developed capacity to implement programmes within AUC/RECs 	CIDO,WGDD RECS,DSA,UN DPS DEA, DPA

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2.	Achieve necessary continental stability and security for the requisite development and integration of Africa.	(a) Promote/coordinate programmes on the development, stabilisation and security of political systems.	<ul style="list-style-type: none"> • Mechanism to flag out threats to political systems on the continent. • The borders programme implemented • Programme on development of systems in areas recovering from conflict. • Programme on Harmonised activities on P&S between AU & RECs • Mechanism to monitor and continually improve political systems. • An agreed political architecture for governance in Africa. • At least 10 new states enlisted on APRM • The 31 states on APRM completing the process. 	DPS, DEA, DPA CIDO RECs UN
		(b) Promote/coordinate the implementation of a continental security system	<ul style="list-style-type: none"> • Implemented comprehensive strategy on regulation and control of SALW proliferation. • AU policy on SSR • Effective coordination on war on terrorism. • A jointly secured African coastline • Mechanism for trans-national crimes, terrorism, mercenaries, piracy, human & Drug Trafficking 	DPS, DPA M-states, DSA

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		(c) Promote/coordinate the development of a continental environmental management and conservation system.	<ul style="list-style-type: none"> • Agreed benchmarks for environmental conservation systems. • Mechanism for monitoring environmental conservation systems. • Awareness levels amongst policy makers. • Bio-Security Framework 	M-States DREA, DSA, RECS UN DPs
		(d) Promote/coordinate Responsiveness to African Conflict Crises Including assisting IDPs	<ul style="list-style-type: none"> • An Early Response Policy Framework • Establishment of Disaster Responsive Fund 	M-States DPA, DSA, UN, DB

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Pillar # 2: Development, Integration and Cooperation Broad Goal: An Integrated, Developed and Connected Africa				
Strategic Objectives		Strategies/Priority Programs	Expected Outputs (2012)	Actors
3.	A Common Path to attaining middle-income status by Member States	(a) Promote/coordinate the development and implementation of stable economic systems	<ul style="list-style-type: none"> • An agreed framework for a strong fiscal policy • An agreed benchmark for a functional and transparent financial and insurance architecture • An agreed benchmark for an independent and functional monetary supervisory institution. • Sound economic legal systems 	M-States DEA, DPA, DPS, DEA, DEI, DREA, DSA, RECs, UN
		(b) Promote/coordinate the implementation of the African Charter on Statistics	<ul style="list-style-type: none"> • Ratification of the Statistical Charter by Member States • An Aggregated African Statistics • An African Human Development Index • Africa Statistic Year book 	DEA M-States
		(c) Promote/coordinate the achievement of Macro economic Policy Convergence for economic Growth	<ul style="list-style-type: none"> • An Annual African Economic Forum • An appropriate decision on the promotion of sustainable economic growth in Africa 	DEA, GWDD, CIDO

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		(d) Promote/Coordinate the implementation of the MDGs.	<ul style="list-style-type: none"> • A framework for the review of attainment of MDGs • A comprehensive data collection framework on MDG attainment 	M-States DEA DPA
		(e) Promote/coordinate the achievement of competitiveness by member states.	<ul style="list-style-type: none"> • An appropriate decisions on the promotion of competitiveness in Africa. • An Annual African Competitiveness Forum • A voluntary Competitiveness Review Mechanism. • An African Competitiveness Data Collection Centre. • A competitiveness programme at the REC level. • At least 10 countries achieving 4.5% on the competitiveness index. 	DEA, DPS, OLC, CIDO, GWDD
		(f) Develop an African environmental and natural resource management policy	<ul style="list-style-type: none"> • An Environmental and Natural framework on Exploitation and Conservation 	DREA M-States
4.	Place Africa on a path towards continental integration.	a) Develop benchmarks and timelines for coordination of regional integration.	<ul style="list-style-type: none"> • A decision/protocol on a roadmap for the attainment of the United States of Africa. 	DPA, DEA, DTI, DEI, DSA, DREA, GWDD, HRST, CIDO

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		b) Develop a roadmap to the United States of Africa.	<ul style="list-style-type: none"> • A decision on the harmonisation of RECs 	BCP, DPA, CIDO, GWDD
		c) Promote/coordinate the implementation of the Abuja Treaty with clear timelines for each stage under the MIP arrangements	<ul style="list-style-type: none"> • Initiation of the programme towards integration or MIP. • Achievement of Stage 3 by all RECs. • Clear benchmarks and timelines for Integration at each stage 	M-States RECs, DEA, DTI, DSA, DREA, HRST, CIDO
		d) Coordinate/promote the implementation of the accelerators and benchmarks adopted by the Committee of Twelve Heads of State and Government.	<ul style="list-style-type: none"> • Efficient institutional frameworks • Free movement of Peoples across borders • Promotion of Multinational African Firms • Rationalisation of RECs • Clear strategies on Popularisation of the constitutive Act • Framework for achieving Africa Economic Community • A clear framework for establishment of Africa-wide investment projects that promote integration & Unity • A regular exchange forum on the implementation of the accelerators and benchmarks 	M-States RECs, DPA, DSA, UN, DEA, AfDB

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		e) Complete the infrastructure master plans and promoted their implementation.	<ul style="list-style-type: none"> • The Energy Master Plan for Africa • Master plans for inter-linking roads in Africa. • Master plan for railways in Africa. • The Master Plans broken into regional goals for the RECs. • Yamoussoukro decision on air transport fully functional 	M-States RECs BCP DEI, DEA, DTI, Private sector UN AfDB
		f) Implement decisions on connectivity and promote/coordinate key flagship projects in Infrastructure and programmes identified under NEPAD/PIDA	<ul style="list-style-type: none"> • An agreed structure on implementation of Project on Inga Dam • Africa networked and linked by fibre-optic cable. • Key flagship road projects initiated and inter-linkages started. • An agreed framework between AUC/RECs for their implementation. 	NEPAD DEI, DEA, PPPs, CIDO, DPs RECs AfDB Private Sector UN

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		g) Develop and implement a Continental Financial /Insurance Architecture	<ul style="list-style-type: none"> • A clear roadmap for the Establishment of the African Monetary Fund • A clearing house modelled on the COMESA Clearing House. • Framework for RECs to realise a monetary union • A functional African Investment Bank. 	M-States RECs AfDB DEA, BCP, BDGP, Hosting M-States.
5.	Achieve sufficient Global Cooperation for Sustainable Development and Integration.	(a) Sustain African Union's global profile	<ul style="list-style-type: none"> • A common External Foreign Affairs policy on Key issues agreed on Common interest • Common matters on UN matters • Africa Speaking with One voice on the agreed matters 	M-States RECs AUC
		(b) Promote/coordinate the achievement of a common external trade policy.	<ul style="list-style-type: none"> • A common approach towards an external trade policy • Successfully concluded favourable Doha rounds 	M-States RECs DTI DPA
		(c) Promote the African Investment Agenda	<ul style="list-style-type: none"> • A framework on promotion of international and domestic investment • Trade for Aid initiative • Paris declaration implemented 	M-states RECs DPA DEA
		(d) Promote/coordinate beneficial strategic partnerships for Africa	<ul style="list-style-type: none"> • Annual forums with all RECs & Strategic Partners • A clear Framework and benchmarks for Engagement 	DPA BDGP RECs

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Pillar # 3: Shared Values

Broad Goals: A continent that encourages/exhibits shared approaches in political, economic, socio-cultural and environment

Strategic Objectives		Strategies	Expected Outputs (2012)	Actors
6.	Achieve a common approach on good governance, democracy and human rights.	a) Develop a platform for member states to share and implement APRM/political architecture	<ul style="list-style-type: none"> At least 10 countries participating in APRM/Political Reviews Functional political architecture An African Roster of Election Observers Transparent and Democratic Electoral Process 	DPA DSA M-States
		b) Develop and advocate the Africa wide gender parity framework.	<ul style="list-style-type: none"> At least 10 countries attaining 40% gender political participation/representation An effective gender parity framework in 30 countries adopted 	WGD D CIDO
		c) Develop a program on the approximation of standards of human rights, governance and democracy.	<ul style="list-style-type: none"> A common Charter/standard for Africa on Human Rights, Democracy and governance. 	DPA Legal Affairs
		d) Promote the implementation of the African Charter on Human Rights.	<ul style="list-style-type: none"> An effective charter on Human rights. At least 10 countries domesticated the Charter. 	DPA

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		e) Develop, promote/coordinate a programme for generational succession planning and leadership mentoring/development	<ul style="list-style-type: none"> • African leadership schools/academies • Internship and young professionals programmes • Achieve an Africa-wide Youth Engagement Framework • Africa peace corps programme initiated 	DSA DPA DHR ST
7	Achieve the entry into force all the legal Instruments Adopted by the Assembly	Develop benchmarks and timelines for the effective enforcement of outstanding legal instruments by Member states	• Effective legal instruments in Member States	Legal Affairs DPA
8.	Achieve an African-wide humanitarian policy framework.	a) Promote/coordinate reduction in African inequality. b) Develop disaster management frameworks. c) Promote/ Coordinate programmes on Humanitarian Assistance Set up a Disaster Humanitarian Fund.	<ul style="list-style-type: none"> • An annual forum on Economic & Humanitarian inequality in Africa. • An African Human & Economic Inequality Index • Disaster Recovery Mechanisms • An Operational Humanitarian Fund 	DHR ST DSA DPA
9.	Achieve a framework on the promotion of multiculturalism and multilingualism.	(a) Promote/develop framework on African Culture & Heritage. (b) Undertake advocacy and cooperation in the promotion of multiculturalism and multilingualism. (c) Promote/coordinate cultural and multi-lingual programmes.	<ul style="list-style-type: none"> • An operational AU News TV and radio system • At least 12 Multicultural symposiums Establishing programs for promoting African museums for the historical conservation of cultural artefacts and language scripts 	DHR ST DPA DSA

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Pillar #4: Institution and Capacity Building Broad Goals: An Efficient and Effective Commission Guided by High Standards of Responsibility			
Strategic Objectives	Strategies	Expected Outputs (2012)	Actors

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10.	Achieve a synergy and collaboration of Member states, RECs and AU organs towards AU's Integration Agenda	<ul style="list-style-type: none"> • Develop an operational transformation of the Pan African Parliament from advisory to that of a Legislative body • Develop an Operational Framework for the African Court and Commission on Human Rights • Develop a clear engagement framework for the Executive Council and Permanent Representatives Committee • Develop a clear engagement framework for ECOSOCC 	<ul style="list-style-type: none"> • An effective Pan African Parliament legislating on integration laws • Enhance collaborations between the African Human Rights Commission and member states • Established AUC liaison offices in RECs • Entrenched Framework for Civil Society 	M-states PAP AHRCC RECs BCP CIDO
		Develop a framework for the member states to effectively participate in the integration process	<ul style="list-style-type: none"> • At least 30 countries involved in the effective evaluation of the values and principles of public services • An African charter on Values and principles of public services and administration 	M-States RECs DHRST

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		Implement the AUC-REC Relations protocol	<ul style="list-style-type: none"> • A framework for the greater participation of RECs in the Integration process. • Lead in the process of RECs having extensive consultations and meetings • A framework for the participation of Private Public Partnership Programmes • Rationalised participation of member states in RECs • Improved research Knowledge-base on regional integration 	DPA RECs M-States DEA
11.	A Reoriented efficient and Effective Africa Union Commission.	Implement a Comprehensive Reforms program <ul style="list-style-type: none"> a) Adopt lean result-oriented management practices b) Promote Teamwork c) Improve communication d) Re-brand the AUC e) Reorient organisational culture f) Improve the physical infrastructure and office space 	<ul style="list-style-type: none"> • A new Communication Strategy within the AUC and other stakeholders • A framework for Knowledge Sharing and Collaboration • An efficient and effective commission • An Accountable and Transparent Commission • A standard for benchmarking Service delivery • A pragmatic Staff Regulations • Improved Responsiveness of the Commission • Ethics and Governance Framework for the Commission • A culture based on service 	BCP BDGP All Directorates

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		Introduce a new Financial Management System including a new Budgeting System	<ul style="list-style-type: none"> • An Annual Policy framework for the AUC • A Medium Term Expenditure Framework • An Activity-Based Management System 	BDCP All Directorates
		Develop a framework for the accreditation of the Systems and processes of the AUC	<ul style="list-style-type: none"> • A greater Visibility of the AU • A reformed Commission embracing a result-based management culture 	BDCP All Directorates
		Establish Alternative sources of funding	<ul style="list-style-type: none"> • A Framework indicating various opportunities for raising alternative sources of funding 	BCP BDCP DEA M-states
		Implement/Develop Risk Management system	<ul style="list-style-type: none"> • A framework for Risk management at the AUC 	BDCP
12.	Systematically develop a framework for sharing Africa's Research and Development Initiatives	<p>a. Promote/coordinate the Research & development for dissemination within Member States</p> <p>b. Hold Annual R&D symposiums for the advancement of technology and dissemination</p>	<ul style="list-style-type: none"> • Protocol for the participation of Private sector in R & D • At least Five R&D symposia • At least 0.5% GDP invested in R&D of Member States & business manufacturing firms 	M-States RECs Private Sector DEA DHRST

2009

Draft strategic plan (2009-2012) draft One (SPPME)

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