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**UNION AFRICAINE**

**UNIÃO AFRICANA**

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Addis Ababa, ETHIOPIA

P. O. Box 3243

Telephone: 517 700

Fax: 5130 36

website: [www.africa-union.org](http://www.africa-union.org)

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**PROGRESS REPORT OF THE COMMISSION ON THE  
DEVELOPMENT OF THE STRATEGIC PLAN FOR THE  
AFRICAN UNION COMMISSION (2014 to 2018)  
AND THE UNION-WIDE PLAN**

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**1. INTRODUCTION**

1.1. The Strategic Plan of the AUC 2009-2012 came to an end in December 2012 and in preparation for its successor, the AUC undertook a comprehensive review to analyse its achievements, strengths, weaknesses with a view to learning from past experiences and charting the way forward.

1.2. In general, the review revealed that the 2009-2012 Strategic Plan had been responsive to the vision of the Union and laid out good objectives. The review also highlighted the following shortfalls:

- Over ambitious and limited prioritisation (18 strategic objectives, 74 strategies, and 91 expected results to be achieved in 4 years);
- Vague and impractical strategies (most lying outside the remit of the AUC);
- Lack of detailed implementation plan;
- Inadequate attention paid to the role of other stakeholders of the Union, particularly those responsible for translating outputs delivered by the Commission into outcomes and impacts at the regional and national levels. These Stakeholders were identified as the RECs, Member States, the NEPAD Agency, Partners, Civil Society Organizations, Academia, think-tanks and the Private Sector.

1.3. The Review Report therefore ultimately recommended the development of an African Union-wide Strategic Plan to be developed and implemented jointly by the Commission, AU Organs, NPCA, RECs and Member States.

1.4. The review further recommended two options that will allow adequate time for the development of the Union-wide Plan:

- A political decision extending the current Plan for two years to 2014 (cheaper option);

- The development of a two year Transitional Strategic Plan for the Commission.
- 1.5. Following consultations with Member States through the PRC Sub-Committee on Programmes and Conferences, it was felt inappropriate for the AUC to be on an extended transition period and that a full four-year successor 2014-2017 Strategic Plan should be developed and will then be adjusted to take on board the strategic direction charted by the Union-wide plan, once completed and approved by the AU Policy Organs.
  - 1.6. At its Twenty-First Ordinary Session held in Addis Ababa, Ethiopia, on 9-13 July 2012, the Executive Council through its Decision EX.CL/Dec.698(XXI) on the Development of the African Union Wide Strategic Plan took note of the Report of the Review of the 2009-2012 AUC Strategic Plan and authorised the Commission to start the process of preparing the African Union-Wide Strategic Plan with the involvement of stakeholders such as Member States, other AU Organs, RECs, the NEPAD Agency and Civil Society. Through that decision, the Commission was also requested to submit regular progress report to the AU Policy Organs.
  - 1.7. In line with the Executive Council Decision, this paper presents a progress report on the preparation of both the Strategic Plan of the Commission 2014-2017, as well as the African Union-Wide Plan.

## **2. PROGRESS ON THE DEVELOPMENT OF THE AU COMMISSION STRATEGIC PLAN 2014-2017**

- 2.1 In line with the recommendations of the Review of Strategic Plan 2009-2012, the Commission has adopted a consultative approach to gather inputs from relevant stakeholders, in particular Member States, other AU Organs, RECs and the NEPAD Agency. The exercise is led by the Chairperson with full participation of other Commissioners, with the substance being provided by AUC Departments and to be validated with the key stakeholders prior to submission of the Strategic Plan to the AU Policy Organs for approval. Special effort shall also be made to consult women and the youth who constitute over 60 per cent of Africa's population.
- 2.2 In order to kick-start the process, a workshop of Directors from the AUC, other AU Organs, RECs and the NEPAD Agency was held in Addis Ababa on 19-21 September 2012, to deliberate and agree on the

approach and issues to be tackled in the development of both the AUC Strategic Plan and that of the Union.

2.3 Among other things, the workshop interrogated the current four pillar configuration and recommended modifications as follows:

- (a) Peace & Security;
- (b) Social, Economic and Human Development;
- (c) Integration, Cooperation and Partnerships;
- (d) Shared Values;
- (e) Institution & Capacity Building and Communication;

2.4 During a Commission Retreat held in Debre Zeit on 25-26 November 2012 whose objectives was to come up with a Road Map to be pursued during the four year term of office, the following priority areas eight priority areas were identified:

- (a) Build Africa's human capacity through the prioritisation of Primary Health Care and Prevention; Education, with focus on Higher education, skills development and investment in Science, Research and Innovation;
- (b) (b)Expand Agricultural production and productivity, developing the Agro-processing and businesses sectors, increase market access and attain Africa's collective Food security and nutrition;
- (c) Promote inclusive economic development and industrialisation through the acceleration of infrastructure development projects that will aid economic integration, expand intra-Africa trade and global market access, value addition, enhanced private sector engagement, effective and sustainable utilization of the continent's mineral and other natural resources;
- (d) Promote peace and stability, good governance, democracy and human rights as a foundation for inclusion, security and the development of the continent and its people;
- (e) Mainstream the participation of women and the youth in all priorities and activities of the Union and the continent;
- (f) Implement strategies of resource mobilization, including alternative sources of funding, to enable Africa to finance its programmes and development;

- (g) Build a people-centred Union through active communication of the programmes of the African Union, the branding of the Union and participation of all stakeholders in defining and implementing the African agenda;
- (h) Strengthen the institutional capacity of the AUC, the RECs, the Member States and other organs, and its relations with strategic and other partners.

2.5 These priority areas will be implemented through specific, targeted and measureable actions aimed at strengthening the foundations of an integrated, prosperous, people-centred and peaceful continent. The Commission is therefore proposing that these priority areas, taken together with the five Pillar form the bedrock of the AUC Strategic Plan 2014-2017.

- (a) **The PRC is requested to note that the above proposed five pillars and eight priorities will be discussed in more detail with it and its Sub-Committee on Programmes and Conferences immediately following the current meeting of the AU Policy Organs.**
- (b) **The PRC is also requested to note that the next key step in this exercise will be the identification of outcomes, outputs, specific and targeted measurable actions that will constitute AUC Strategic Plan 2014-2017, to be submitted for consideration by the AU Policy Organs in May 2013.**

2.6 The following Road Map is proposed for the development of the AU Commission Strategic Plan:

Phase	Activity	Milestone/ Deliverable	Timeframe
1	Conduct in-depth consultations with AUC departments and other stakeholders	Zero Draft Strategic Plan	31 Jan 13
2	Meeting of Sub-Committee on Programmes and Conferences	Comments/Inputs/Guidance	6-7 Feb 13
3	Revision of Strategic Plan	1 <sup>st</sup> Draft Strategic Plan	8-14 Feb 13
4	Validation Workshop with RECs, AU Organs, NEPAD Agency	Comments/Inputs	21-22 Feb 13
5	Revision of 1 <sup>st</sup> Draft	2 <sup>nd</sup> Draft Strategic Plan	23-26 Feb 13
6	Translation	2 <sup>nd</sup> Draft in 4 AU	27 Feb to 7

Phase	Activity	Milestone/ Deliverable	Timeframe
		Languages	Mar 13
7	Dispatch to Member States	Strategic Plan Received by Member States	8 Mar 13
8	Meeting with Sub-Committee on Programmes and Conferences	Recommendations to the PRC	18-19 Mar 13
9	Revision of 2 <sup>nd</sup> Draft Strategic Plan	Final Draft Strategic Plan	20-25 Mar 13
10	Final Translation	Final Draft in 4 Languages	26-28 Mar 13
11	Dispatch Final Draft to Member States	Final Draft Strategic Plan Received by Member States	29 Mar 13
13	Meeting of the PRC	Recommendations to the Executive Council	3 <sup>rd</sup> week Apr 13
14	Meeting of Executive Council and Assembly	Approval of Strategic Plan	May 2013
15	Development of Implementation Plan, M&E Framework, Budget 2014	Draft documents	June-Oct , to be presented at Jan 14 Summit

The PRC is requested to take note of the proposed timeline for the development of the AUC Strategic Plan.

### 3. PROGRESS ON THE DEVELOPMENT OF THE UNION-WIDE STRATEGIC PLAN

- 3.1 The process of preparing the Union-wide Strategic Plan commenced with the development of a concept containing the general approach and methodology to be followed, the stakeholders to be consulted, as well as a road map.
- 3.2 The concept note was discussed by a workshop of Directors from the AUC, other AU Organs, RECs and the NEPAD Agency held in Addis Ababa on 19-21 September 2012.
- 3.3 With regard to the general approach, methodology and stakeholders, the workshop made the following recommendations which were subsequently endorsed by the Commission:
  - (a) To ensure African ownership, the development of the AU-wide Strategic Plan should be an extensively consultative process,

supported by high level research and analytical rigor befitting a plan of such strategic importance;

- (b) The key stakeholders to be consulted are Member States, RECs, the other AU Organs, the NEPAD Agency and other African institutions (such as UNECA and AfDB) but also the academia/research institutions/think-tanks, the private sector and civil society as well as International Partners;
- (c) Special effort should also be made to consult women and the youth who constitute over 60 per cent of Africa's population;
- (d) Former Heads of State should also be consulted to benefit from their wisdom and experience;
- (e) The AU wide Strategic Plan (and the supporting frameworks) should be validated with all stakeholders prior to its submission to the AU Policy Organs for approval in January 2014.

3.4 On the key steps to be followed, the workshop recommended the following:

- (a) The conduct of a situational or diagnostic analysis to review the state of play in the economic, political and social development arena. The aim is to assess the situation on the ground, identify key challenges and priority areas of continental concern;
- (b) This phase should also entail a review of existing Strategic Plans/ Frameworks of all AU Organs, RECs and the NPCA, to identify commonalities, overlaps and gaps;
- (c) This should be followed by an outline of the key goals, headline strategic objectives, and priorities to be pursued in order to address the key challenges identified in the previous step;
- (d) Some scenario planning as well as prospective analysis (projecting Africa into the future, say 50 years) should also be conducted at this stage;
- (e) Baseline studies should be undertaken as necessary to facilitate monitoring and evaluation at the Plan's implementation stage;
- (f) Other activities to be carried out include the development of a communication strategy right at the onset of the exercise to

facilitate citizen participation in the process as well as information collection and dissemination; stakeholder analysis; detailed program development; the delineation of roles and responsibilities among the key stakeholders; drafting of the monitoring and evaluation framework, and the drafting of the implementation plan.

3.5 The workshop also made the following important recommendations:

(a) That the AU – wide Plan should centre on the **AU Vision** of:

*‘An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena’*

(b) That the AU-wide Plan should have a 50 years planning horizon and be named the **Africa Union Agenda 2063** with a sub-title **A Shared Strategic Framework for Inclusive Growth and Sustainable Development**.

It was agreed that the **Planning Horizon** should be long enough and be realistic for the attainment of the desired outcomes and impact. It was also agreed that a 50 year planning horizon will coincide with 100 years of OAU/AU.

The PRC is requested to note that the above recommendations by the workshop will be discussed with the Sub-Committee on Programmes and Conference immediately following the current meetings of the AU Policy Organs.

3.6 In line with Executive Council Decision EX.CL/ Dec.698(XXI) which also **“AUTHORISES the Commission to approach Member States, Strategic Partners such as ECA, the ADB, other Development Partners for voluntary contributions, as well as material and technical support”**, the ADB and the ECA have agreed to provide some technical support whilst some Development Partners will be providing financial resources for the consultative process.

3.7 The ADB and the ECA are currently working jointly with the Commission on the development of an issues paper that scans both the internal and external environment for challenges and opportunities; interrogates future drivers for Africa’s socio-economic transformation; identify some policies and strategies; and explores possibilities for financing Africa’s transformation.

3.8 A draft of this paper was considered by the Chairperson of the AUC, the President of the ADB and the Executive Secretary of the ECA at their meeting held on 11-12 January 2013 at the AUC Headquarters.



3.9 This paper is still work in progress and the Principals of the three institutions have provided some important guidance on its further development.

3.10 This paper will be the basis for wide consultations with stakeholders in order to ensure inputs and ownership by the African citizenry in line with the principles of broader participation.

The PRC is requested to take note of the work in progress and to urge the AUC, ADB and the ECA to expedite the further development of the paper with a view to submitting to the May meetings of the AU Policy Organs a Framework Document containing, headline strategic objectives/goals, outcomes and priorities to be pursued for the socio-economic transformation of the continent in the next 50 years.

3.11 The following Road Map is proposed for the development of the Union-wide Plan:

<b>Phase</b>	<b>Activity</b>	<b>Milestone/ Deliverable</b>	<b>Timeframe</b>
<b>1</b>	Review of existing Strategic Plans/ Frameworks of all RECs, AU Organs, NPCA; undertake situational analysis, identify overlaps, gaps, thematic areas, undertake baseline studies as necessary. Undertake stakeholder analysis	Situational Analysis/Issues Paper	Jan-Feb 13
<b>2</b>	Stakeholders consultations on Issues Paper (including the PRC and its Sub-Committee on Programmes and Conferences)	Comments/Inputs	Feb-March 13
<b>3</b>	Outline key goals/headline strategic objectives, outcomes and priorities	Draft Framework Document containing Strategic Objectives, outcomes and priorities	March-Apr 13
<b>4</b>	Presentation of Draft Framework Document to Sub-Committee and the PRC	Recommendations to the Executive Council	April-May 13
<b>5</b>	Presentation of Framework Document to the Executive Council and Assembly	Approval of Framework Document	May 13
<b>6</b>	Develop Framework further by	Draft Strategic Plan	June - Aug 13

<b>Phase</b>	<b>Activity</b>	<b>Milestone/ Deliverable</b>	<b>Timeframe</b>
	identifying strategies, programmes and indicators in detail		
<b>7</b>	Stakeholders consultations on Draft Strategic Plan	Comments/Inputs	Sept - Oct 13
<b>8</b>	Development of a Monitoring and Evaluation Framework	Draft M&E Framework	Sept-Oct 13
<b>9</b>	Development of an Implementation Plan	Draft Implementation Plan	Sept-Oct 13
<b>10</b>	Convene continental validation workshop(s) on Draft Strategic Plan, M&E Framework and Implementation Plan	Comments/Inputs	Nov 13
<b>11</b>	Presentation of Draft Strategic Plan, M&E Framework and Implementation Plan to Sub-Committee and the PRC	Recommendations to the Executive Council	Nov 13
<b>12</b>	Presentation of Strategic Plan, M&E Framework and Implementation Plan to Executive Council and the Assembly	Approval	Jan 14
<b>13</b>	Popularisation of AU wide Strategic Plan	AU wide plan popularised	Feb – March 14

The PRC is requested to take note of the proposed timeline for the development of the AU Wide Plan.

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# Progress report of the commission on the development of the strategic plan for the African Union Commission (2014 To 2018) and the Union-Wide Plan

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