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**EXECUTIVE COUNCIL**  
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**Addis Ababa, ETHIOPIA**

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**CONCEPT NOTE ON PROJECT 2018**  
**DECLARATION OF 2018 AS AFRICA YEAR OF ANTI-CORRUPTION**

*Theme:*

**“WINNING THE FIGHT AGAINST CORRUPTION: A SUSTAINABLE  
PATH TO AFRICA’S TRANSFORMATION”**

## **Foreword to the Africa Year of Anti-Corruption Concept Note**

Aspiration number 3 of the Agenda 2063 for Africa's Transformation seeks to instil a universal culture of good governance, democratic values, gender equality, respect for human rights, justice and the rule of the law. Aspiration number 4 recognises that the above values / principles are necessary pre-conditions for a peaceful and conflict-free continent.

By declaring 2018 the Africa Year of Anti-Corruption, the African Union policy making organs have given a strong push forward in our collective efforts towards a peaceful and secure Africa. Indeed Corruption kills.

Corruption affects people's daily lives, from roads built poorly, to unequal access to healthcare and medicine, to crime and violence in our communities and across borders, to political choices distorted by money and greed.

A lot has been done over the last 15 years since the adoption of the AU Convention on Preventing and Combating Corruption (CPC). Government and non-state actors have raised awareness of the devastating effects of corruption on human rights, civil and political rights and social, economic and political rights alike. They have mounted advocacy campaigns to influence national, regional, continental and global agendas demanding for systemic change. Working with a wide range of partners, they have adhered to globally accepted anti-corruption standards, developed innovative tools /approaches and carried out research to deepen our collective understanding of corruption and its many ugly faces.

Yet corruption continues to erode people's sense of equity and their belief in Justice. There is a general sense of despair: most Africans feel their governments are failing to curb the high volume of illicit financial flows out of the continent, to adequately address the high levels of impunity, and to end the secrecy around who owns and controls companies that produce our resources.

It is my hope that Member States, regional economic communities, civil society organizations together with citizens (women, men and young people alike), AU organs and all other stakeholders will work together, in 2018 and beyond, to lift the burden of corruption out of the lives of the millions Africans affected, particularly the poor and marginalized in our societies.

**Signed by AUC Chairperson  
H.E Mr. Moussa Faki Mahamat**

## CONCEPT NOTE ON PROJECT 2018 DECLARATION OF 2018 AS AFRICA YEAR OF ANTI-CORRUPTION

### Introduction

The adoption of the AUCPCC in 2003 and its rapid entry into force in 2006 gave hope to many in Africa that governments across the continent were determined to fight corruption. Fifteen (15) years, corruption retains its grip on the continent and has taken so many faces. It undermines Africa's security, generates huge economic damage and violates human rights.

The Agenda 2063 recognises that good governance is one of the necessary pre-conditions for a prosperous and peaceful Africa. This gives a sense of urgency to the fight against corruption if Africa is to silence the guns by 2020, just two years from now.

Failing to address corruption inhibits sustainable long term growth and undermines human development. It is the poor who suffer the most from corruption. Unequal power and gender dynamics make women and girls more vulnerable to corruption's impact.

The Mbeki report on Illicit Financial Flows highlights how corruption and weak transparency mechanisms allow tax avoidance, trade mis-invoicing, abusive transfer pricing, and many other ways used to deny Africa to reap its resources dividend. The 50 billion dollars Africa loses annually through IFFs are resources that could be used to create jobs for the youth who are now forced into illegal migration seeking for greener pastures.

This Concept note provides the rationale for declaring 2018 the Africa Year of Anti-Corruption. It further identifies interventions that, under the leadership of the AUABC, the African Union, its organs, Member States, Regional Economic Communities (RECs), Civil Society Organizations together with citizens (women, men and young people alike) will embark upon during the course of the year and beyond.

The AU Advisory Board on Corruption hope to partner with Member States and supporters of the continent in the implementation of the activities identified which focus on the following:

- Deepen the resolve, focus and expertise for addressing the many facets of corruption facing Africa;
- Scale up and increase effectiveness of advocacy efforts; and
- Enhance and broaden partnerships with all stakeholders through strategic collaboration aimed at fighting corruption on the continent.

**Signed by AUABC Chairperson  
Hon. Daniel Batidam**

## Context and Justification

1. The adoption of the African Union Convention on Preventing and Combating Corruption on July 11, 2003 was a clear recognition of the negative effects of corruption and its devastating effects on the socio, economic and political transformation of the continent. Article 4(m) of the Constitutive Act of the African Union and Aspiration number three<sup>1</sup> (3) of Agenda 2063 illustrate the firm commitment of African leaders to entrench a culture of the rule of law and good governance. Aspiration number three (3) of Agenda 2063 even goes to state that by 2063 corruption and impunity will be a thing of the past;

2. The rapid entry into force of the Convention on Preventing and Combating Corruption (CPC) is a testimony to the determination by African leaders to act as a matter of priority in order to fight the scourge of corruption<sup>2</sup>;

3. Article 22 of the AUCPC institutes the AU Advisory Board on Corruption (AUABC) within the African Union. The AUABC was established and became operational in 2009 with the following functions:

- Promote and encourage adoption and application of anti-corruption measures on the continent;
- Collect and document information on the nature and scope of corruption and related offences in Africa;
- Develop methodologies for analyzing the nature and extent of corruption in Africa, and disseminate information and sensitize the public on the negative effects of corruption and related offences;
- Advise governments on how to deal with the scourge of corruption and related offences in their domestic jurisdictions;
- Collect information and analyze the conduct and behavior of multi-national corruption corporations operating in Africa and disseminate such information to national authorities designed in Article 18(1) of the AUCPC;
- Develop and promote the adoption of harmonized codes of conduct of public officials;
- Build partnerships with the African Commission on Human and People's Rights, African Civil Society, governmental, intergovernmental and non-

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<sup>1</sup> Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law

<sup>2</sup> The AU Convention on Preventing and Combating Corruption (AU CPC) entered into force on August 5 2006, only three years after its adoption

governmental organisations to facilitate dialogue in the fight against corruption and related offences;

- Submit a report to the Executive Council on a regular basis on the progress made by each State Party in complying with the provisions of the AUCPCC;
- Perform any other task relating to corruption and related offences that may be assigned to it by the policy organs of the African Union.

4. The AUCPCC is a fundamental instrument with provisions that can resolve the corruption challenge on the continent. This however, will only be feasible if Member States practically commit to its ratification, domestication and implementation. The Convention is one of the world's renowned anti-corruption instruments but it has yielded little result due to poor commitment and implementation by AU Member States. It is ironical that more African countries have ratified the UNCAC instead of the AUCPCC. To date, only thirty-seven (37) Member States have ratified and are State Parties to the AUCPCC. It is therefore imperative that the AUABC receives adequate resources (financial, human, technological, infrastructural, etc) so that it can effectively perform its functions and boost the fight against corruption;

5. To further a culture of democracy and ensure good governance and the rule of law, the African Union has adopted the following instruments that complement the AUCPCC:

- African Charter on Democracy, Elections and Governance: adopted on January 30, 2007; Article 2 (9);
- African Charter on the Values and Principles of Public Service and Administration: adopted on January 31, 2011; Article 12;
- African Charter on the Values and Principles of Decentralization, Local Governance and Local Development: adopted on June 27, 2014; Art 14.

6. Article 4(m) of the Constitutive Act of the African Union and Aspiration number three<sup>3</sup> (3) of Agenda 2063 illustrate the firm commitment of African leaders to entrench a culture of the rule of law and good governance. Aspiration number three (3) of Agenda 2063 even goes to state that by 2063 corruption and impunity will be a thing of the past;

7. The African Union has a plethora of progressive normative frameworks on elections, democracy, effective and responsive governance on the continent. These frameworks constitute African shared values, including the holding of democratic, credible and peaceful elections, an efficient and effective government that delivers services to its citizens in a manner that is free of corruption, transparent, responsive and accountable government that answers to demands of citizens and deliberately avoids state capture by powerful corporate interests. Closely related to the effectiveness and responsiveness of governance in Africa is the democratic governance of the continent's natural resources;

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<sup>3</sup> Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law

8. Conservative estimates, by report of the High Level Panel on Illicit Financial Flows from Africa, (The Mbeki Report) indicate that Africa loses fifty (50) billion US dollars every year through illicit financial flows. This amounts to one trillion lost in the last 50 years; 60% of these losses are due to aggressive tax avoidance by multinational corporations;

9. There has been significant progress in the fight against corruption in the last two (2) decades in Africa. AU Member States have been more than willing partners in this endeavour, and they have taken initiatives and measures at their level to give expression to the AU CPCC, particularly through the setting up of national anti-corruption institutions. As a result, while there are continuing corruption challenges on the continent, significant strides have been made and some achievements have been recorded which are worth noting. However, Africa is still faced with numerous corruption challenges, chief amongst them being the state capture by powerful corporate interests;

10. The first interface meeting between the Pan African Parliament, the AUABC and Civil Society on August 3 and 4, 2016 highlighted the need to build alliances, exchange ideas and maximise political will as various stakeholders “put their heads together to collectively address corruption. In addition, the High Level Dialogue on political parties and electoral violence in Africa (Praia, Sept 2016) highlighted the fact that political and electoral corruption is one of the major obstacles to the integrity of elections in Africa;

11. Civil society organisations play a key role in addressing the scourge of corruption particularly through advocacy and monitoring the efforts of states (at all levels) and intergovernmental organisations, but there still is a need for a more unified and strategic approach on anti-corruption. The Second Civil Society Forum on the African Union Advisory Board on Corruption (AUABC) held from 7-9 December 2016 in Arusha / Tanzania concluded that for anti-corruption efforts to be more effective, all stakeholders (including governments, parliamentarians, non-state actors, etc) must take a more holistic, strategic and coordinated approach.

### **Why declare 2018 as African Year of Anti - Corruption?**

12. Corruption continues to hamper negatively efforts aimed at promoting democratic governance, socio-economic transformation, peace and security in Member States. The AU Member States, Regional Economic Communities and the AU have undertaken various commendable regulatory instruments and established different institutions to combat corruption in Africa; the challenge however remains commitment to institutional approach to combating corruption in one hand and bridging the gap between norm-setting and norm-implementation through appropriate policies at local, national, regional and continental levels at the other hands. If corruption is not dealt with in Africa, the Africa Agenda 2063 and its first ten years action plan, the 2030 global plan for sustainable development, and the Vision 2020 on silencing the Guns may not yield the expected results;

13. Fifteen (15) years after the adoption of the AUCPCC, 2018 provides a good opportunity to take stock on progress made so far, assess what still needs to be done and devise new strategies that appropriately address new corruption challenges;

14. While the continent has seen sustained socio-economic growth over the past two decades, public confidence has been corroded by a concentration on near-term priorities and payoffs, propelled by corruption, election-cycle politics or quarterly results targets that too often leave young people worse off than their parents. Rather than looking towards a sustainable future that works for everyone, many have been left with a sense of desperation about the ideals of progress, technology, trade, and globalization because of the prominence and inequality fostered by Corruption;

15. Through the continuous mobilisation of the African people and the diaspora, there increasingly is people's ownership and mobilisation against corruption. However, social acceptance / tolerance of corruption is still very high. It is for this reason that declaring 2018 the Africa Year of anti-corruption is an opportunity to inspire everyone to embrace innovative and impactful anti-corruption tools and approaches that are currently in place;

16. The declaration of 2018 as the Africa Year of anti-corruption, with the theme: Winning the fight against corruption, a sustainable path to Africa's transformation, will provide further opportunity to consolidate the gains already made over the years, ensure better cooperation and mutual legal assistance, and secure stronger international cooperation in dealing with corruption.

## **Objectives of the Africa Year of anti-corruption**

### **General Objective**

17. The general objective of the Africa Year of anti - corruption is to promote the fight against corruption and impunity on the continent as a sustainable path to a prosperous and peaceful Africa.

### **Specific objectives**

18. The Specific Objectives for the celebration include:

- i) To evaluate the progress made in fighting corruption; and adopt best practices since the coming into force of the AUCPCC;
- ii) Increased space, leveraging on ICT and new forms of communications, for civil society and private sector participation in the fight against corruption in Africa;
- iii) To evaluate the level of ratification, domestication and implementation of regional, continental and relevant international instruments that have direct bearing on the fight against corruption at the national level. Encourage

Member State to develop policies, plans of actions and programs so as to boost the fight against corruption in Africa;

- iv) Develop an Africa Common Position on the recovery of African assets hosted in foreign jurisdictions;
- v) Provide technical support to Member States in the fight against corruption; particularly those seeking to develop policies, plans of actions and programs; and
- vi) Contribute to the strengthening of the implementation of anti-corruption policies.

19. It is hoped that coordinated awareness, advocacy and monitoring campaigns will be initiated by stakeholders and partners at all levels (political, institutional, civil society organizations, national and community levels), and increase ownership by all key stakeholders.

### **Expected outcome of the Africa Year of Anti – Corruption**

20. At the end of the Africa Year of anti – corruption, it is expected that:

- The number of citizen led and AU backed initiative on anti-corruption across Africa will double, with a correlated increased in knowledge across the continent on the dangers of corruption on socio, economic and political transformation of Africa;
- Increased number of citizen and state based participation in the regional and relevant international anti – corruption instruments and measures;
- Increased domestication and implementation of all AU and RECs<sup>4</sup> instruments that have bearings on anti – corruption at the local, national and continental levels; and
- The fight against corruption will have contributed significantly to the realization of the Agenda 2063; and implementation of other relevant development agenda aimed towards Sustainable Development of the continent.

### **Opportunities and achievements**

#### **a) Achievements**

21. Since the adoption of the AUCPCC, there have been significant positive developments on the continent.

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<sup>4</sup> Particular attention shall be given to the Central Africa region which is lagging behind other RECs in terms of anti-corruption and good governance instruments.

22. Thirty seven (37) African countries have ratified the AUCPCC, and others have taken steps to domesticate some of the instruments. A number of African countries have also developed national anti – corruption Strategies and Policies.

23. The African Governance Architecture (AGA) which is aimed to strengthen coordination amongst AU organs and institutions with a formal mandate in governance, democracy and human rights is also in place.

#### **b) Opportunities**

24. During the past 15 years, the continent has moved from standard setting to institutional development.

25. AU Agenda 2063, which seeks to close the gap between the ideal of where Africa wants to be in 2063, and where she currently finds herself, will depend largely on how successful the continent is in the fight against corruption and impunity. To be effective the Union must criminalize corruption, integrate good governance, respect for the rule of law and respect for human and peoples' rights at all levels. If Africa is to make any economic and democratic advancement, together with their positive spin-offs, it must scale up the fight against corruption and impunity.

26. If Africa is to fulfil the aspirations articulated in the Agenda 2063, particularly Africa that is democratic and developed, both prosperous and at peace, urgent steps must be taken by African leaders and all Africans towards winning the fight against corruption.

#### **Challenges faced by the African Union in the fight against corruption**

27. The continent continues to face enormous challenges with regards to the fight against corruption, which if not urgently and adequately addressed, may erase the social, political and development gains recorded over the last 15 years. These challenges include, but are not limited to: inadequate allocation of resources to anti-corruption institutions, lack of capacity, insufficient political will, unwillingness by States to surrender sovereignty to supranational monitoring bodies, unwillingness by some States to domesticate anti-corruption instruments, high levels of social acceptance of corruption, bad governance, and disregard for the rule of law.

28. It is clear that if anti-corruption measures and policies were to contribute to the AU agenda, and move the continent towards credible integration and development, urgent steps need to be taken by African leaders in this domain. Fortunately, developments over the past 15 years provide a realistic basis to be optimistic.

#### **Activities Earmarked for the Africa Year of Anti – Corruption**

29. To ensure that the objectives set out above are achieved, a series of activities have been planned to commence in 2017, spread across the entire year of 2018, to

assess anti-corruption gains made so far, review the corruption situation on the continent, take stock of what still needs to be done to create a culture of integrity on the continent, and explore how best to address the remaining challenges.

30. The activities seek to initiate an advocacy and coordinating campaign that generates increasing momentum, and reaches out to stakeholders and partners at all levels (political, institutional, civil society organizations, national and community levels), and give ownership to all key stakeholders.

31. As part of the activities, a communication plan is proposed that involves partners and African celebrities as endorsers to advocate for anti-corruption in Africa. The Plan proposes a clear message that links to the Strategic Plan of the AU. There is need in particular, to build a brand by engaging the media and using modern tools of communication, such as television and online tools to really relay the message of the Africa Year of anti-corruption. For example, a special web portal will be developed, as well as special tools and a year of anti-corruption documentary.

### **Proposed Activities and Timelines**

32. Please see attached Annex.

### **Funding**

33. While it is expected that the bulk of the funding will come from the African Union, support will also be solicited from partners around the world. Potential partners will include, but not be limited to:

- i) Individual AU Member States (to be identified);
- ii) African Development Bank;
- iii) UN ECA;
- iv) The United Nations (UNDP, UNODC);
- v) The European Union (EU);
- vi) World Bank;
- vii) The German International Cooperation (GIZ);
- viii) Organisation *Internationale de la Francophonie*;
- ix) The Commonwealth Secretariat;
- x) Foreign governments (such as Australia, Canada, China, Denmark, India, New Zealand, Norway, Sweden, United Kingdom, United States of America)
- xi) African private businesses (to be identified);
- xii) African private foundations (ie: Trust Africa);
- xiii) African High Net Worth Individuals (to be identified);

### **How will implementation be monitored and evaluated?**

34. While all the AU organs and other relevant stakeholders, including Regional Economic Communities (RECs) and civil society organizations will be involved, the main

coordinating organs will be the AUABC and Commission through the Department of Political Affairs.

35. A Coordination Committee composed of the Secretariat of the AGA; Heads of the organs concerned that is the ABC, the DPA/ AUC, the PAP, the APRM, etc,( all members of the Governance Cluster of the AGA) will establish a Steering Committee, composed of the Executive Secretaries of these Organs. The Steering Committee will report on a regular basis (once a month) to the Coordinating Committee on the implementation of the activities, and the Coordinating Committee will report to the Executive Council/Assembly during the Summits.

36. The Coordinating Committee will present a report on the activities undertaken during the year to the Executive Council and the Assembly of Heads of State in June 2018, including appropriate recommendations.

37. There will be division of labour among members of the Committee on what each members will coordinate in the above highlighted programmes and activities.

**PROJECT 2018 PROPOSED ACTIVITIES**

<b>Proposed Activities and implementation timelines</b>					
<b>No.</b>	<b>Proposed Activity</b>	<b>Brief description of activity</b>	<b>Objective of activity</b>	<b>Institution responsible</b>	<b>Proposed time for implementation</b>
<b>SECTION ONE – THE PROCESS</b>					
1.	Adoption of the decision to declare 2018 as African Year of Anti-Corruption.	The Executive Council adopts a decision to declare 2018 as African Year of Anti - Corruption, and the Advisory Board on Corruption to submit a concept note in June 2017.	To encourage all Member States and the African citizens to own the project.	AUABC	January 2017
2.	Establishment of AGA Committees on Governance to implement the decision	Committees/Focal Points established by the principal organs to prepare the concept note.	To ensure all relevant stakeholders are involved in the process.		February 2017
3.	Meeting of the Focal Points to prepare Concept Paper.	The Draft Concept Paper is considered in a meeting of focal points.	To consider and enrich the draft concept note before transmitting to the various organs for consideration.		March 2017
4.	Consideration of Draft Concept Paper by all relevant Organs.	The Draft Concept Paper is considered by the Commission and the ABC	To further enrich the Draft Concept Paper.	The African Commission, the Court, the ABC	March/April 2014
5.	Meeting of the Focal Points to Finalize Concept Paper.	Focal Points from all the Organs will meet to incorporate comments from the organs.	To finalize the Concept Paper for submission to the 29 <sup>th</sup> Ordinary Session of the Executive Council in June / July 2017.	All relevant organs	May 2017
6.	Submission of the Concept Paper to	The Concept Paper is submitted to the AUC for	To ensure Concept Paper is considered and adopted by		May 2017

	the AUC.	transmission to the relevant AU Organs for consideration during the June 2017 Summit.	the Executive Council.		
<b>SECTION TWO – PREPARATORY ACTIVITIES/ACTIVITIES LEADING UP TO 2018</b>					
7.	Combined Retreat of AUABC, the PRC and other relevant stakeholders	Two days retreat between AUABC, the PRC and other relevant stakeholders.	To discuss the implementation of the project, including allocation of responsibilities to all stakeholders	The AUABC, the PRC and other stakeholders with anti-corruption mandate	August 2017
8.	Joint anti-corruption sensitization for AU officers; NACAS; RECs anti-corruption focal points	Three day workshop for senior staff members of all AU Organ s	To sensitize senior staff of the Union on anti-corruption and the importance of observing integrity principles in their daily work.	All organs	September 2017
9.	National Anti-Corruption Commissions organizes Lectures in schools and academic institutions on corruption and the effects on Corruption	Organize lectures in schools and academic institutions	To create awareness about corruption and encourage the audiences to stand up against corruption	All organs, Member States, National Anti-Corruption Agencies	Ongoing throughout the year
10.	Media Interviews	Organize interviews with African personalities on corruption issues on the continent.	To ensure the Africa Year of anti-corruption is well publicized.	All relevant stakeholders.	Ongoing from 2017 through 2018
11.	Quiz Competition	Organize, in collaboration with Member States, a quiz competition for secondary schools. Encourage the	To encourage participation of students, Member States, National Anti-Corruption Agencies, Civil Society	All AU Member States.	September to December 2017

		establishment Youth Integrity Clubs in secondary schools.	Organizations (CSOs)		
12.	Essay Competition for Universities	An essay writing competition for Universities will be launched and the topic of the essay will focus on corruption as an impediment to Africa's socio economic transformation.	To encourage participation of Universities Member States, National Anti-Corruption Agencies, Civil Society Organizations (CSOs).	All AU Member States, Organs and Universities.	September to December 2017
13.	Appointment of African Anti-Corruption Ambassadors and Special Envoys on anti-corruption.	The Chairperson of the AUC to Appoint African anti-corruption Ambassadors and Special Envoys to promote transparency, accountability and participation as key anti-corruption tools.	To strengthen the African integrity systems	Chairperson of the AUC	July 2017.
14.	Establishment of African Anti-Corruption Institute	Carry out research and training on anti-corruption in Africa and provide technical assistance to member states. This will be capacity building arm of the AU-ABC			October 2018
<b>Knowledge Management</b>					
15.	Publication of the State of Anti-Corruption Agencies in Africa Africa Governance Report (ECA)	Published in one volume	To assess the effectiveness of anti-corruption agencies in all Member States	All relevant stakeholders, Member States, National Anti-Corruption Agencies, Civil Society Organizations (CSOs).	January/February, 2018 (to be launched/released during the January 2018 Summit)
16.	Establishment of a corruption hotline/urgent appeals/Situation room	Establish a corruption hotline/situation room for the continent	To present a forum for quick reporting and tackling of corruption issues, and to identify key areas that need immediate actions	AU Advisory Board on Corruption	April to June 2018

17.	Documentary on corruption in Africa	Produce a documentary on corruption in Africa	To sensitize citizens about human rights	AUABC, Member States, NACAs, Civil Society Organizations (CSOs).	July 2018
18.	Arts for Transparency	Organize various art events (photos exhibitions, music, etc.).	To raise awareness about corruption on the continent	All Member States and Organs concerned, Member States, NACAs, Civil Society Organizations (CSOs).	July 11th 2018
19.	Anti-Corruption Awards	Present anti – corruption awards	To recognize individuals who have stood up against corruption in their daily work	Anti-Corruption Award Committee set up by the AU ABC	June / July 2018 (during the AU Summit).
20.	Roundtable on anti-corruption and achievement of SDGs in Africa				
<b>Advocacy and outreach</b>					
21.	Sports against / without corruption	Organize various sports events such as: *Football march: Kick Corruption out of Africa * March / Run for Integrity	To enhance awareness of the effects of corruption on sports.	CAF, Athletic Federations, AU Member States and all relevant organs.	July 2018 – (on July 11 – African Anti-Corruption Day).
22.	High Level Dialogue along June/July 2018 Summit				June/July 2018
23.	Regional and / or Continental conference on youth and corruption in Africa	24. Continental Conference to reflect on specific roles youth can play to fight corruption.	To discuss key challenges youth face in relation to corruption.	Member States, all organs, youth groups.	May 2018

25.	Regional and / or Continental Conference on women and corruption in Africa.	Conference to discuss the impact of corruption on women in Africa.	To take stock of the situation and identify key areas of intervention	Member States, all organs, women groups.	June 2018
26.	Ratification of AU Instruments with a bearing on anti-corruption	Organize national and continental campaigns for universal ratifications	To encourage ratification and their domestication	All Organs	Ongoing July 2017 to June 2018
27.	Convene a continental high-level dialogue on scaling up anti-corruption in Africa.  <u>Theme:-</u> Winning The Fight Against Corruption: A Sustainable Path to Africa's Transformation	Three-day Conference	To galvanize support across the continent and in the Diaspora	All AU Member States, Organs and other anti-corruption stakeholders on the continent and in the Diaspora	December 2018

**EXECUTIVE COUNCIL  
THIRTY-FIRST ORDINARY SESSION  
27 JUNE – 1 JULY 2017  
ADDIS ABABA, ETHIOPIA**

**EX.CL/1034(XXXI)B**

**AFRICAN UNION ADVISORY BOARD ON CORRUPTION (AU-ABC)  
2017-2021 STRATEGY PLAN**

# **Operationalizing the African Union Advisory Board on Corruption (AU-ABC) 2017-2021 Strategy**

**Draft document**

Discussion document

April 2017

# Chairman's introduction



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# Executive summary (1/2)



- The 2017 – 2021 Strategic Plan of the African Union Advisory Board on Corruption (AUABC) is a framework that provides guidance for the initiatives of the Board Members and the Secretariat towards the achievement of the Board's short-term vision. This vision is to be, by 2020, "an efficient organization that provides relevant support to Member States in the sustainable implementation of the AU Convention and the fight against corruption in Africa."
- The design of the Strategic Framework is informed by two approaches:
  - An Analysis of the mission, strong points, weaknesses, opportunities and threats of the Board as well as the identification of the main categories of stakeholders enabled the identification of a niche for the Board. In fact, its interventions as an organ responsible for the coordination of anti-corruption initiatives in Africa will confirm the added value that it has in a field that is continually evolving.
  - An analysis of the performance of its previous strategy (2011-2015)
- The scope of the Strategic Plan cascades from the prioritized goals, expected outcome and activities to realize the goals. The strategic axes are drawn from the principles enshrined in the Constitutive Act of the African Union, the African Union Convention on Preventing and Combatting Corruption, the African Governance Architecture (AGA), the Africa Union Agenda 2063 and the Ten-Year Implementation Plan. In delivering on its mandate and in attaining its strategic goals, the Board is keenly aware of the need to harmonize synergies and develop coherent and collaborative strategies with different stakeholders
- The 2017 – 2021 Strategic Plan seeks to achieve four objectives:
  - Provide a road-map that clearly defines the actions of the Board over the next five (5) years. The plan serves as a tool to guide planning, decision making and resource allocation
  - Provide a strategic framework and common standards of responsibilities which allows the Board, stakeholders and partners to align on how goals are achieved, and the flexibility to respond to rapid and unforeseen developments
  - Create a solid link between the Board, partners and stakeholders who will assist it in its mission (short term), measure the degree of progress in fighting corruption in Africa (medium term) and to considerably reduce the effects of corruption on good governance and development in Africa (longer term);
  - Provide a platform to align the activities of the Board with the wider African Union agenda, specifically, the AU Agenda 2063 (Aspiration #3) and the framework for the African Governance Architecture

# Executive summary (2/2)



- Key assumptions underlying the 2017-2021 Strategic Plan were outlined amongst which are the Adoption of a phased strategy approach aligned with the growth in the capabilities of the AU ABC, The Board will continue to maintain good working relationship with key and critical partners & stakeholders and Increased resources will be placed at the disposal of the AU ABC
- A Strategic Framework consisting of four strategic axes will articulate the 2017 - 2021 vision of the Board:
  - Enhanced legal framework to combat corruption;
  - Strengthened capacity of State Parties to combat corruption;
  - Enhanced outreach and cooperation activities; and
  - Strengthened institutional capacity of the Board and the Secretariat.
- During the first two years, the Board and the Secretariat will work to strengthen their own operational efficiency, to ensure the sustainability of their actions. Other key areas of interest will focus on the ratification of the Convention by Member States, the implementation of a communication strategy, development and implementation of anti-corruption projects with stakeholders.
- To ensure effectiveness and efficiency in the implementation of this plan, the Board will play the role of a think tank and provide Member States and the Secretariat with the necessary guidance on anti-corruption issues. It will also be responsible for conducting campaigns and strategic communication, while the Executive Secretariat will provide the technical and administrative support required for the implementation of different activities.
- The Board intends to carry out this plan based on key principles such as, among others:
  - Subsidiarity and complementarity with other AU Organs, Member States and RECs;
  - Concrete achievements, feasibility and attainment of results;
  - Method for networking, which benefits from initiatives and resources provided by other actors
- The Strategic Plan is designed to foster sustained engagement with relevant governance stakeholders so as to derive maximum benefits. It is also developed at a time where there has been heightened interest in the work of the Advisory Board following the decision of the African Union to declare 2018 as the Africa Year of anti-corruption. While the development of this Strategic Plan has focused on the current mandate of the Advisory Board, it is guided by the principles of foresight and flexibility to make it adaptable to meet the challenges of the next five years.



## Introduction to the AU ABC

Review of the 2011-2015 Strategic Plan

2017-2021 Strategy & Implementation Plan

2017-2021 Implementation Plan Enablers

Annexures



# Mandate and Mission of the African Union Advisory Board on Corruption (AU ABC)

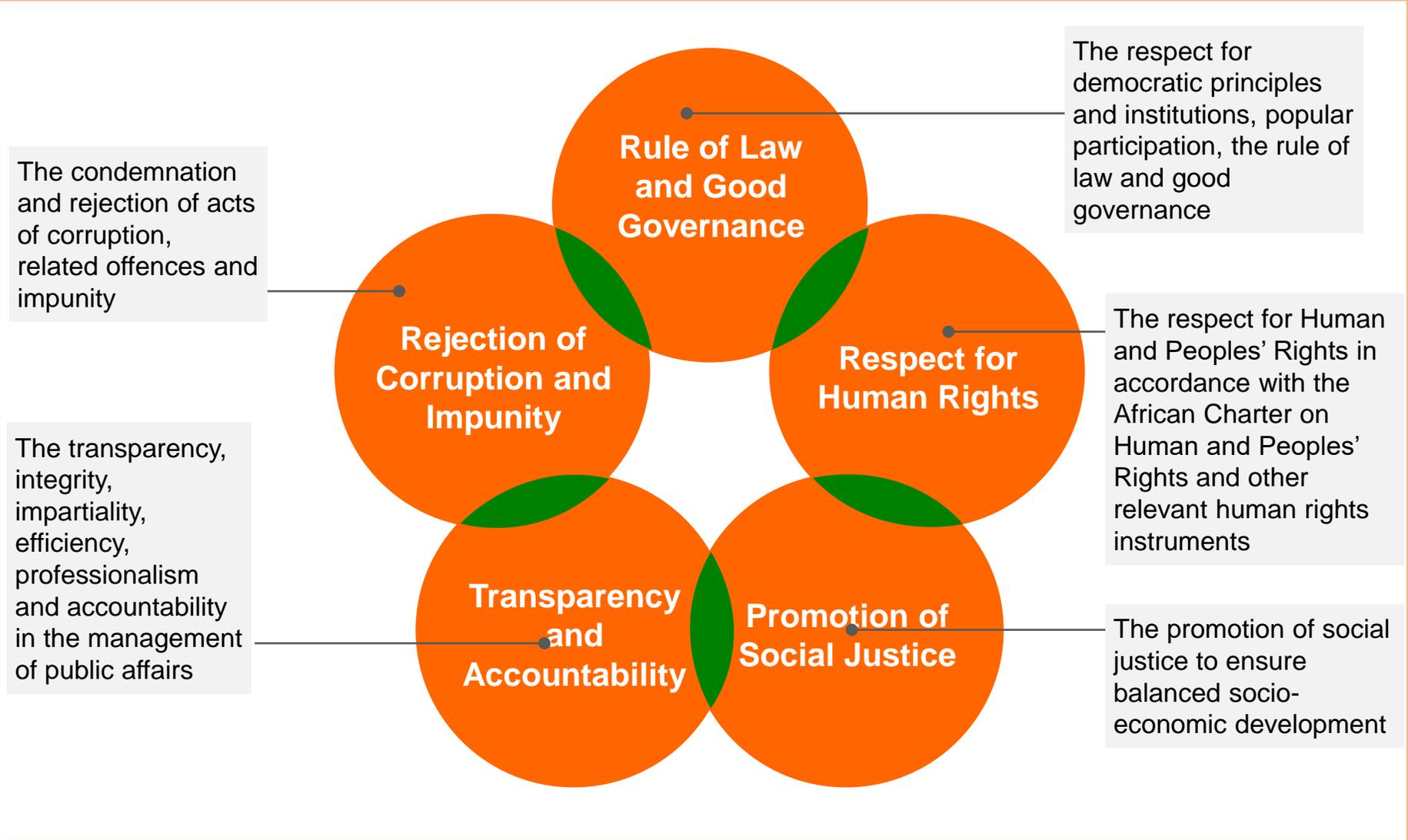
## Key principles guiding the execution of the AU ABC mandate

- Subsidiary and complementarity with other Organs, Member States and RECs
- Results orientation, feasibility and impact focus
- Close coordination and cooperation with the RECs
- Coherence of policies and programs; and
- A networking approach, that takes advantage of available resources through other players

## Mission and Mandate

- To promote and encourage adoption and application of anti-corruption measures on the continent;
- To collect and document information on the nature and scope of corruption and related offences in Africa;
- To develop methodologies for analyzing the nature and extent of corruption in Africa, and disseminate information and sensitize the public on the negative effects of corruption and related offences;
- To advise governments on how to deal with the scourge of corruption and related offences in their domestic jurisdictions;
- To collect information and analyze the conduct and behavior of multi-national corporations operating in Africa and disseminate such information to national authorities designated under Article 18 (1) of the Convention hereof;
- To develop and promote the adoption of harmonized codes of conduct of public officials;
- To build partnerships with the African Commission on Human and People's Rights, African civil Society, governmental, Intergovernmental and non-governmental organizations to facilitate dialogue in the fight against corruption and related offences;
- To submit a report to Executive Council on a regular basis on the progress made by each State Party in complying with the provisions of this Convention;
- To perform any other task relating to corruption and related offences that may be assigned to it by the policy organs of the African Union

# Core Values of the African Union Advisory Board on Corruption (AU ABC)

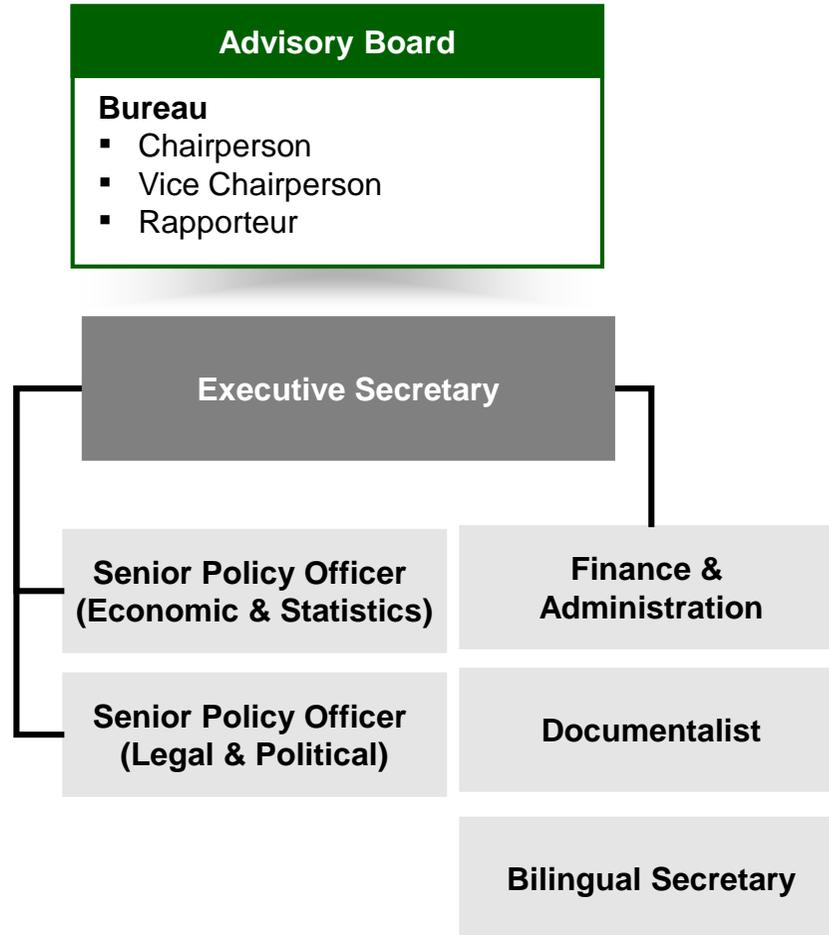


# Structure of the African Union Advisory Board on Corruption (AU ABC)



## Advisory Board

- The Board elects from among its members a Bureau comprising of Chairperson, a Vice Chairperson and a Rapporteur. Members of the Bureau are appointed for a period of two years.
- The Bureau ensures the planning and coordination of the activities of the Board necessary to execute its functions under Article 22 (5) of The Convention.
- The Bureau may represent the Board in regional and international conferences or meetings related to its functions and mandate.
- The Bureau may, after informing the African Union Commission (AUC) and on behalf of the Board, conclude partnerships and cooperation arrangements with other organizations or regional or international institutions pursuing similar goals

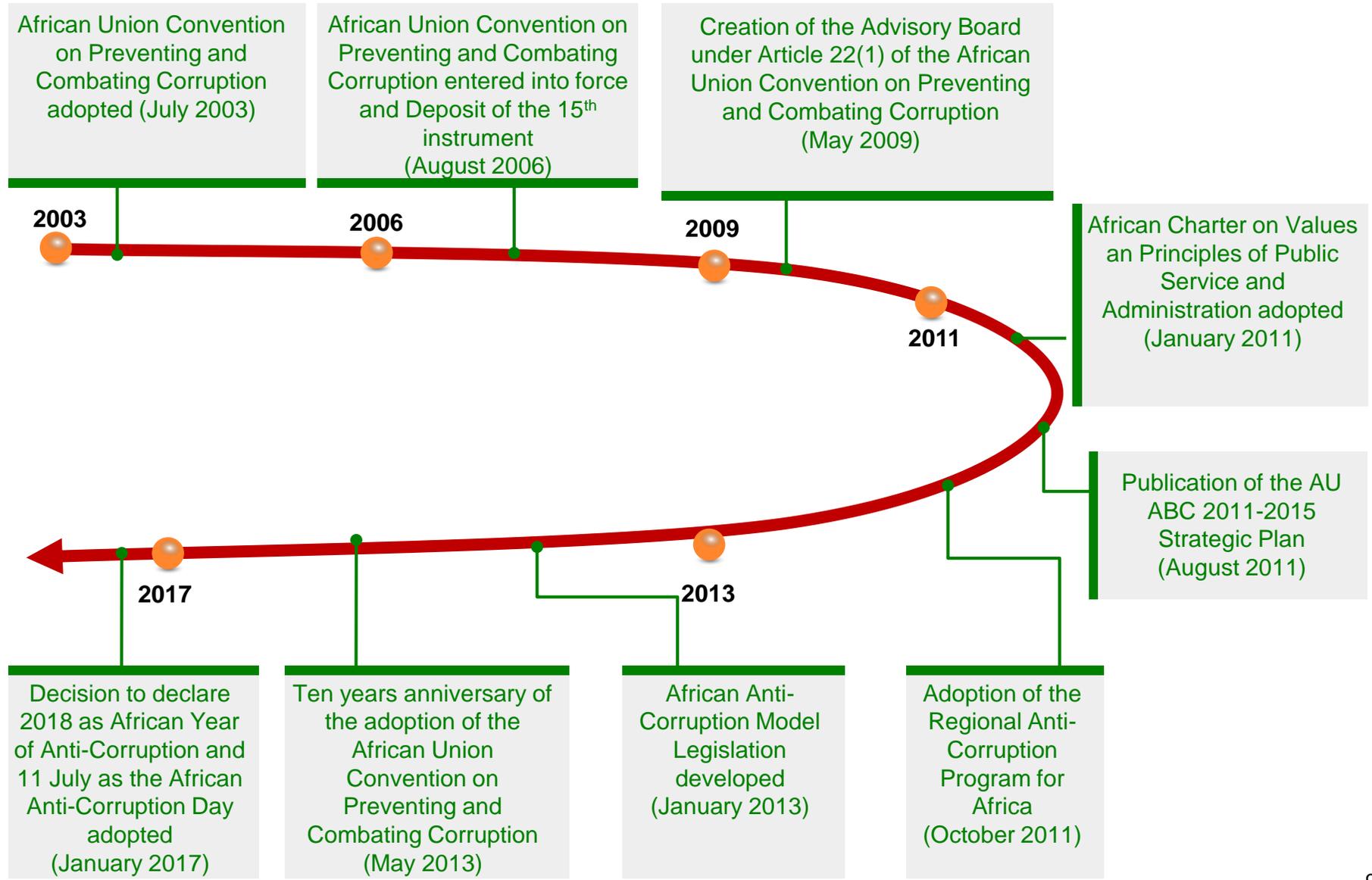


## Secretariat

- The Secretariat functions under the direction of the Bureau and the supervision of the Rapporteur.
- It provides substantive, professional, logistical and administrative support to the Board.
- It organizes all meetings of the Board and the Bureau and maintains registry of all documents and correspondence of the Board.
- It also provides the necessary technical support to Board Members in the achievement of their missions.
- The Secretariat is managed by an Executive Secretary and staffed by professional, technical and administrative personnel



# Selected key milestones of the African Union Advisory Board on Corruption (AU ABC)



# CONTENT



Introduction to the AU ABC

**Review of the 2011-2015 Strategic Plan**

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## 2011-2015 AU ABC Strategic Plan implementation summary

### Strategic Axes I

- Support to the implementation of the convention
- 5% implementation of activities



### Strategic Axes II

- Awareness raising on the convention and visibility of the board
- 0% implementation of activities



### Strategic Axes III

- Building Partnerships
- 0% implementation of activities



### Strategic Axes IV

- Organizational efficiency of the board and Monitoring & Evaluation
- 0% implementation of activities<sup>1</sup>



# Detailed assessment: Strategic Axes I



## Strategy Axes I

Support to the implementation of the convention



Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> <li>Ensure ratification of the convention by Member States of the African Union</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a strategy on awareness raising at the level of the member states on the importance of the ratification of the convention</li> </ul>	<ul style="list-style-type: none"> <li>Expected results not achieved</li> </ul>	
<ul style="list-style-type: none"> <li>Promote and encourage the development of an adequate and effective legal framework by State Parties</li> </ul>	<ul style="list-style-type: none"> <li>Analyze and identify gaps in the domestication of the convention by State Party</li> <li>Propose a model law which could be adapted to state members to support adequate domestication of the convention by State Parties</li> <li>Follow up the utilization of the laws put in place and their corresponding effects/ impact on the reduction of corruption and its related offences in the State Parties</li> </ul>	<ul style="list-style-type: none"> <li>Expected results not achieved</li> <li>Expected results not achieved</li> <li>Expected results not achieved</li> </ul>	

# Detailed assessment: Strategic Axes I



## Strategy Axes I ...contd.

Support to the implementation of the convention

Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> <li>Promote the use of the adopted Code of Conduct for public officials</li> </ul>	<ul style="list-style-type: none"> <li>Dissemination of the adopted Code of Conduct in State Parties</li> <li>Follow up the establishment, implementation and impact of Codes of Conducts at national levels</li> </ul>	<ul style="list-style-type: none"> <li>Expected results not achieved</li> <li>Expected results not achieved</li> </ul>	
<ul style="list-style-type: none"> <li>Develop methodologies for analyzing the nature and scope of corruption in Africa</li> </ul>	<ul style="list-style-type: none"> <li>Assess the existing measuring tools of corruption with regards to the scope of application as defined by the convention</li> <li>Develop a measuring tool for assessing the nature, scope and impact of corruption</li> <li>Design a tailored and comprehensive measurement tool for corruption in Africa</li> </ul>	<ul style="list-style-type: none"> <li>Work in progress</li> <li>Expected results not achieved</li> <li>Expected results not achieved</li> </ul>	

# Detailed assessment: Strategic Axes I



**Strategy Axes I ...contd.**

Support to the implementation of the convention



Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> <li>Analyze and encourage the promotion of capacity development for national and sub regional organs in charge of the fight against corruption</li> </ul>	<ul style="list-style-type: none"> <li>Analyze the current capacities of national and regional anti corruption authorities to efficiently support the implementation of the Convention and the fight against corruption</li> <li>Support the implementation of a pertinent capacity development program for national and regional anti-corruption authorities</li> </ul>	<ul style="list-style-type: none"> <li>Expected results not achieved</li> <li>Expected results not achieved</li> </ul>	

# Detailed assessment: Strategic Axes II



## Strategy Axes II

Awareness raising on the convention and visibility of the board



Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> <li>Increase awareness on the Convention and its implementation mechanisms (at national, sub regional and regional levels)</li> </ul>	<ul style="list-style-type: none"> <li>Elaborate and implement a communication strategy</li> <li>Establish formal links with pertinent anti-corruption networks and organizations</li> <li>Collect, and document information on the nature and scope of corruption in Africa</li> <li>Share information on the nature and scope of corruption in Africa</li> <li>Showcase champions or best practices in the application of the provisions of the convention</li> </ul>	<ul style="list-style-type: none"> <li>Expected results not achieved</li> </ul>	

# Detailed assessment: Strategic Axes III



## Strategy Axes III

### Building Partnerships



Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> <li>Consolidate partnerships with stakeholders involved in the fight against corruption</li> </ul>	<ul style="list-style-type: none"> <li>Develop suitable projects for the achievement of the (technical)strategic plan</li> <li>Obtain commitment from stakeholders on their involvement in the projects developed by the Board.                             <ul style="list-style-type: none"> <li>Parties: AU ABC, AU State Members, African Commission on People's and Human Rights</li> <li>Associated parties: African Development Bank, UN organizations and related organs</li> <li>Stakeholders: NGOs and Civil society</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Expected results not achieved</li> <li>Expected results not achieved</li> </ul>	

# Detailed assessment: Strategic Axes IV



## Strategy Axes IV

Organizational efficiency of the board and Monitoring & Evaluation



Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> <li>Establish a well resourced, functional and efficient secretariat</li> </ul>	<ul style="list-style-type: none"> <li>Put in place and adequately staff a Secretariat</li> <li>Define an organization chart for the secretariat with the mission and interrelationships</li> <li>Recruit permanent staff for the Secretariat</li> <li>Develop and implement a capacity development program for the staff</li> <li>Develop a harmonized planning and reporting system between the Board and the Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>Expected results not achieved</li> </ul>	
<ul style="list-style-type: none"> <li>Mobilize and secure financial resources</li> </ul>	<ul style="list-style-type: none"> <li>Secure internal resources within the AU</li> </ul>	<ul style="list-style-type: none"> <li>Expected results not achieved</li> </ul>	

# Detailed assessment: Strategic Axes IV



## Strategy Axes IV ...contd.

### Organizational efficiency of the board and Monitoring & Evaluation

Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> <li>Mobilize and secure financial resources</li> </ul>	<ul style="list-style-type: none"> <li>Identify, mobilize and secure external resources</li> </ul>	<ul style="list-style-type: none"> <li>Expected results not achieved</li> </ul>	
<ul style="list-style-type: none"> <li>Optimize the efficiency of the board members during their mandate</li> </ul>	<ul style="list-style-type: none"> <li>Ensure Increased buy-in and ownership of the strategic focus of the Advisory Board by new Board Members</li> <li>Establish and systematize the transition process between the outgoing and the incoming Board</li> </ul>	<ul style="list-style-type: none"> <li>Expected results not achieved</li> <li>Expected results not achieved</li> </ul>	
<ul style="list-style-type: none"> <li>Monitor, assess and report on progress made in the implementation of the Convention</li> </ul>	<ul style="list-style-type: none"> <li>Develop an information gathering and sharing system on progress made in the fight against corruption by the Board, State Parties, and partners</li> <li>Report on key activities carried out with their related outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Expected results not achieved</li> <li>Expected results not achieved</li> </ul>	



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# **2017-2021 Strategy Objectives, SWOT, Assumptions and Strategic Framework**

# Objectives of the 2017 to 2021 Strategic Plan



**Provide a road-map** that **clearly defines the actions of the Board** over the next five (5) years. The plan serves as **a tool** to **guide planning, decision making** and **resource allocation**



**Provide a strategic framework** and **common standards of responsibilities** which allows the Board, stakeholders and partners to align on **how goals are achieved**, and the **flexibility** to respond to rapid and unforeseen developments.



**Create a solid link** between the Board, partners and stakeholders who will assist it in its mission (short term), measure **the degree of progress** in fighting corruption in Africa (medium term) and to **considerably reduce** the effects of corruption on good governance and development in Africa (longer term).

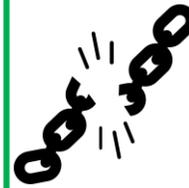


**Provide a platform** to align the activities of the Board with the wider African Union agenda, specifically, the **AU Agenda 2063** (Aspiration #3) and the framework for the **African Governance Architecture**

# AU ABC Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis



- Qualification and competence of Board Members
- Establishment and operationalization of rules and procedures
- Cultural diversity of its members
- Existence of the force of the AU behind the Board
- Continental coverage of the Convention
- Independence of the Board



- Inadequate human capacity to implement the AU ABC strategic plan
- Insufficient financial resources
- Insufficient long term partnerships
- Inadequate supporting logistics e.g. office space, transport facilities
- Short tenure of for Board's mandate, leading to frequent changes during a set strategic planning horizon e.g. 3 changes within one strategic planning horizon



- Increased awareness of the negative effects of corruption
- High dynamism of the anti-corruption community
- Partnerships/synergy with regional and national anti corruption organizations, NGOs and international bodies e.g. UN
- Increased interest in anti corruption and the need for good governance in Africa from the international community



- Lack of a supporting delivery structure to facilitate the implementation of strategic plans in the AU ABC
- Insufficient political commitment of State Parties in the development of a legislative framework in line with the provisions of the Convention
- Insufficient political commitment of AU Member States in the ratification and domestication of the Convention



# Key assumptions underlying the 2017-2021 strategy and implementation plan

-  Adoption of a phased strategy approach aligned with the incremental improvement in the capabilities of the AU ABC
-  The Board will continue to maintain good working relationship with key and critical partners & stakeholders
-  Increased resources will be placed at the disposal of the AU ABC
-  The AU ABC will strive to be a “learning” organization, learning from its past mistakes and being open to good management practices
-  The AU ABC will strive to be flexible in updating the Strategic Plan as events unfold



# African Union Advisory Board on Corruption (AU ABC)

## Strategic Framework

### I Enhanced legal framework to combat corruption

- a Encourage the ratification of the Convention by State Parties
- b Promote and encourage the adoption of adequate and effective legal framework by State Parties
- c Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties
- d Develop strategies to address the commercial, criminal and corrupt component of illicit financial flows

### II Strengthened capacity of State Parties to combat corruption

- a Strengthen the capacity of key national and regional anti-corruption actors across all RECs
- b Encourage knowledge and experience sharing amongst anti-corruption actors in each REC
- c Develop and make available anti-corruption tools and resources

### III Enhanced outreach and cooperation activities

- a Raise awareness on the role of AU ABC; Develop and operationalize an action plan to support the declaration of 2018 as Africa Year of Anti-Corruption
- b Strengthen the AU ABC relationships with internal Governance stakeholders
- c Strengthen the AU ABC relationships with external stakeholders
- d Provision of a permanent premises that meet the Board's operational requirements

### IV Strengthened institutional capacity of the Board and the Secretariat

- a Address the Secretariat's resource constraints and enhance its delivery capabilities
- b Strengthen the technical capacity of the Secretariat
- c Define the Governance structure between the Board and the Secretariat



# 2017-2021 Implementation Plan

# Detailed implementation plan (1/23)



## Strategy Objective 1a

Encourage the ratification of the Convention by State Parties (*outcome: Encourage all Member States of the African Union sign-up and ratify the Convention*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
1 Conduct advocacy missions in favor of the ratification of the Convention targeted at countries yet to ratify the convention	Regular regional and country specific advocacy missions (One regional and one country specific mission)	....	N/A	N/A	N/A	N/A	Board
2 Monitor the state of ratification of the Convention amongst Member States of the African Union and produce annual reports to the Executive Council	Regular reports tracking ratification of the Convention and drivers	....	December	December	December	December	Board



# Detailed implementation plan (2/23)

## Strategy Objective 1b

Promote and encourage the adoption of adequate and effective legal framework by State Parties (*outcome: Ensure the prevention and punishment of corruption and related offences through legal measures is effective in all Member States signed up to the convention*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
<b>1</b> Adopt the model law (developed with the support of UNECA) to support adequate domestication of the Convention by State Parties	Model law adopted by the African Union Executive Council	....	January	....	....	....	Board
<b>2</b> Encourage all State Parties with existing legal anti-corruption laws to adapt model law	Model law adapted by all State Parties that have ratified the Convention	....	....	....	....	December	Board
<b>3</b> Encourage all State Parties without an anti-corruption legal laws to adopt model law	Model law adopted by all State Parties that have ratified the Convention	....	....	....	....	December	Board



# Detailed implementation plan (3/23)

## Strategy Objective Ib (contd.)

Promote and encourage the adoption of adequate and effective legal framework by State Parties (*outcome: ensure the prevention and punishment of corruption and related offences through legal measures is effective in all Member States signed up to the convention*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
4 Commission annual studies to analyze the level of domestication of the model law (and convention) by State Parties that have ratified the convention	Annual reports on level of domestication of model law (gaps analysis and recommendations)	....	....	December	December	December	Board
5 Institute an annual program to recognize and acknowledge the efforts of States Parties with best practices in the implementation of the provisions of the Convention during Summits of the AU and annual anti-corruption conference and workshops	Recognition Program operational	....	....	....	January	January	Board



# Detailed implementation plan (4/23)

## Strategy Objective 1c

Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties (*outcome: All State Parties that have ratified the Convention have adopted and are implementing quality codes of conduct and the application of the code of conduct contributes to a significant reduction in corruption amongst public officials*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
1 Develop and adopt a harmonized Code of Conduct for Public Officials	Code of Conduct developed & adopted by the AU Executive Council	....	....	....	January	....	Board
2 Conduct a study to identify State Parties with existing gaps in Code of Conduct for Public Officials and State Parties without a Code of Conduct for Public Officials	Survey on status of Code of Conduct for Public Officials across all State Parties that have ratified Convention	....	....	....	June	....	Board
3 Engage State Parties on aligning existing Code of Conduct with the harmonized Code of Conduct for Public Officials	State Parties with pre-existing Code of Conduct have these aligned with the harmonized Code of Conduct	....	....	....	....	December	Board



# Detailed implementation plan (5/23)

## Strategy Objective Ic (contd.)

Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties (*outcome: All State Parties that have ratified the Convention have adopted and are implementing quality codes of conduct and the application of the code of conduct contributes to a significant reduction in corruption amongst public officials*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
4 Engage State Parties without Code of Conduct for Public Officials to adopt the harmonized Code of Conduct for Public Officials	State Parties without a pre-existing Code of Conduct have adopted the harmonized Code of Conduct	....	....	....	....	December	Board
5 Commission and publicize the results of regular surveys on the status of implementation (and impact) of harmonized Codes of Conduct for Public Officials across State Parties that have ratified the Convention	Survey reports on implementation progress and recommendations	....	....	December	December	....	Board



# Detailed implementation plan (6/23)

## Strategy Objective Id

Develop and implement strategies to address the corrupt component of illicit financial flows (*outcome: Implementation of effective strategies to mitigate the corrupt component of illicit financial flows resulting in an overall reduction in illicit financial flows across the continent*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
<b>1</b> Integrate illicit financial flows into Article 22 of the African Union Convention on Preventing and Combatting Corruption – “Develop Methodologies for analyzing the nature and extent of illicit financial flows from Africa, and disseminate information and sensitize the public on the negative effects of illicit financial flows from Africa”	Illicit Financial Flows integrated into Article 22 of the AUCPCC	....	....	December	....	....	Board
<b>2</b> Obtain ratification of State Parties on revised convention	Revised convention ratified by minimum number of State Parties	....	....	....	....	December	Board



# Detailed implementation plan (7/23)

## Strategy Objective Id (contd.)

Develop and implement strategies to address the corrupt component of illicit financial flows (*outcome: Implementation of effective strategies to mitigate the corrupt component of illicit financial flows resulting in an overall reduction in illicit financial flows across the continent*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
<b>3</b> Develop a program of activities to operationalize the revised Article 22 of the convention aimed at combating the corrupt component of illicit flows: <ul style="list-style-type: none"> <li>– Propose model laws to be developed around government procurement</li> <li>– Enhanced public access to National Budgets</li> <li>– Public awareness/advocacy program aimed at detailing the economic, social and political impact of illicit financial flows</li> </ul>	Illicit Financial Flows program developed	....	....	....	June	....	Secretariat



# Detailed implementation plan (8/23)

## Strategy Objective IIa

Strengthen the capacity of national and regional anti-corruption actors across all RECs (*outcome: ensure there is an improvement in the number of corruption cases brought to trial and successful convictions across all RECs*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
1 Commission a study to identify regional capacity gaps along the corruption investigation and prosecution chain in all State Parties that have ratified the Convention	Gap analysis report for each region	....	December	....	....	....	Secretariat
2 Develop regional capacity building programs to build the capacities of key actors along the investigation and prosecution chain	Regional capacity building programs developed	....	....	June	....	....	Secretariat
3 Operationalize regional capacity development programs	Regional capacity Building program operational	....	....	....	January	....	Secretariat

# Detailed implementation plan (9/23)

## Strategy Objective IIb

Encourage knowledge and experience sharing amongst national and regional anti-corruption actors (*outcome: facilitate cross-border cooperation resulting in improvements in the number of corruption cases brought to trial and successful convictions*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
1 Organize annual conferences for key actors (anti-corruption bodies, law enforcement and judiciary) along the investigation and prosecution chain (in conjunction with external stakeholders) to facilitate the sharing of experiences on fighting corruption	Annual open anti-corruption workshops held	....	June	June	June	June	Board
2 Hold regional workshops and seminars targeted at key actors along the investigation and prosecution chain to facilitate the sharing of experiences on fighting corruption	2 regional workshops held annually	....	....	March and September	March and September	March and September	Board



# Detailed implementation plan (10/23)

## Strategy Objective IIc

Develop and make accessible anti-corruption tools and resources (*outcome: Develop and make accessible a body of tools and resources to facilitate the anti-corruption fight*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
1 Establish a network of focal points to collect data on acts of corruption and related offences by country	Network of national and regional focal points created	June	....	....	....	....	Secretariat
2 Commence collection and analysis of data on acts of corruption and related offences by country	Data collection and analysis operational	....	June	....	....	....	Secretariat
3 Regularly publish and make accessible data on acts of corruption	Data published on the AU ABC website and made freely available to the public	....	....	September	September	September	Secretariat



# Detailed implementation plan (11/23)

## Strategy Objective IIc (contd.)

Develop and make accessible anti-corruption tools and resources (*outcome: Develop and make accessible a body of tools and resources to facilitate the anti-corruption fight*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
<b>4</b> Evaluate existing corruption measurement instruments with regards to their field of application as defined by the Convention	Evaluation report on current corruption measurement instruments in use in Africa	....	....	December	....	....	Secretariat
<b>5</b> Develop novel methods of analyzing the nature and scope of corruption in Africa	New methods for evaluating corruption in Africa developed	....	....	....	....	June	Secretariat
<b>6</b> Conduct baseline study once every two years on unethical conduct and behaviors of key actors (e.g. MNCs) operating in Africa	Baseline study conducted and findings disseminated	....	....	....	June	....	Secretariat

# Detailed implementation plan (12/23)



## Strategy Objective IIc (contd.)

Develop and make accessible anti-corruption tools and resources (*outcome: Develop and make accessible a body of tools and resources to facilitate the anti-corruption fight*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
7 Facilitate access of national anti-corruption bodies to international anti-corruption databases	Access to international databases granted to all national anti-corruption bodies	....	December	....	....	....	Secretariat

# Detailed implementation plan (13/23)

## Strategy Objective IIIa

Improve the general public's awareness of the role of AU ABC, develop and operationalize an action to support the declaration of 2018 as Africa Year of Anti-Corruption (*outcome: Increased awareness of the AU ABC and its role in the fight against anti-corruption in Africa; review of progress made so far on anti-corruption, assessment of what still needs to be done and new strategies to address new corruption challenges*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
<b>1</b> Develop and operationalize the AU ABC communication strategy addressing: <ul style="list-style-type: none"> <li>– Sensitization of the general public</li> <li>– Engagement of key stakeholders</li> </ul>	Communication strategy developed and operationalized	December	....	....	....	....	Secretariat
<b>2</b> Develop and sign-off on the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption	Concept paper finalized	June	....	....	....	....	Board



# Detailed implementation plan (14/23)

## Strategy Objective IIIa (contd.)

Improve the general public’s awareness of the role of AU ABC; Develop and operationalize an action to support the declaration of 2018 as Africa Year of Anti–Corruption *(outcome: Increased awareness of the AU ABC and its role in the fight against anti-corruption in Africa; review of progress made so far on anti-corruption, assessment of what still needs to be done and new strategies to address new corruption challenges)*

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
<b>3</b> Operationalize the concept paper on the declaration of 2018 as Africa Year of Anti–Corruption <ul style="list-style-type: none"> <li>– Proposed process activities</li> <li>– Proposed Preparatory activities</li> <li>– Proposed Knowledge management activities</li> <li>– Proposed Advocacy and Outreach activities</li> <li>– Proposed Funding activities</li> </ul>	Concept paper operationalized	....	December	....	....	....	Board



# Detailed implementation plan (15/23)

## Strategy Objective IIIb

Strengthen the AU ABC relationships and engagement with internal African Union governance institutions and stakeholders (*outcome: Strengthen the shared values pillar of the AU and enhanced capacity of the AU ABC*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
1 Jointly develop with internal stakeholders the regional anti-corruption program for Africa for 2019-2023	2019-2023 regional anti-corruption program for Africa developed	....	December	....	....	....	Secretariat
2 Implement the regional anti-corruption program for Africa for 2019-2023 in conjunction with internal AU stakeholders	2019-2023 regional anti-corruption program for Africa operational	....	....	January	....	....	Secretariat
3 Appoint an AU ABC focal person for the African Governance Architecture (AGA)	Focal Point for the AGA appointed	June	....	....	....	....	Board



# Detailed implementation plan (16/23)

## Strategy Objective IIIb (contd.)

Strengthen the AU ABC relationships and engagement with internal African Union governance institutions and stakeholders (*outcome: Strengthen the shared values pillar of the AU and enhanced capacity of the AU ABC*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
4 Operationalize the AU ABC participation in the African Governance Architecture (AGA)	Full and regular participation in AGA operations and meetings	....	January	....	....	....	Secretariat
5 Identify potential programs for joint collaboration with the African Court and UNECA in areas of development and implementation e.g. communications strategy with the African Court	Program of joint activities with the the African Court outlined and operational	September	....	....	....	....	Board

# Detailed implementation plan (17/23)



## Strategy Objective IIIc

Strengthen the AU ABC relationships with external stakeholders (*outcome: Closer and structured collaboration with external stakeholders, led by the Board in the areas of resourcing and best practices*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
<b>1</b> Identify and map external partners potential support in the areas of : <ul style="list-style-type: none"> <li>– Funding</li> <li>– Capacity building and</li> <li>– Program implementation</li> </ul>	Partners identified and mapped to the three critical areas	June	....	....	....	....	Board
<b>2</b> Develop new partnership strategies between the AU ABC and external stakeholders across all identified areas to drive structured engagements	Partners engagement strategies developed	September	....	....	....	....	Board
<b>3</b> Operationalize new partnership strategies across all identified three areas	Partners engagement strategies operational	December	....	....	....	....	Secretariat

# Detailed implementation plan (18/23)



## Strategy Objective IIIc (contd.)

Strengthen the AU ABC relationships with external stakeholders (*outcome: Closer and structured collaboration with external stakeholders, led by the Board in the areas of resourcing and best practices*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
4 Develop and operationalize a strategy for re-engaging and strengthening strained relationships with critical external partners	Partner re-engagement strategy developed and operationalized	December	....	....	....	....	Board

# Detailed implementation plan (19/23)



## Strategy Objective III d

Ensure the timely provision of a permanent premises that meet the Board's operational requirements  
*(outcome: Full compliance with host agreement and construction of permanent premises of the Court)*

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
1 Establishment and operationalization of the activities of the Joint Facilitative Committee	Joint Facilitative Committee established and operationalized	....	June	....	....	....	Board
2 Develop and obtain approval on the final architectural plans	Architectural plans developed and approved	....	....	June	....	....	Board
3 Commence construction of the African Union Advisory Board on Corruption's permanent premises	Construction of permanent premises commenced	....	....	....	....	June	Board

# Detailed implementation plan (20/23)



## Strategy Objective IVa

Address the Secretariat's resource constraints and enhance its delivery capabilities (*outcome: Secretariat provided with sufficient capacity to deliver on the 2017-2021 strategy*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
<b>1</b> Finalize the recruitment of permanent (Senior Policy Officers) to staff the permanent structure <ul style="list-style-type: none"> <li>– Senior Policy Officer – Economic &amp; Statistical Matters</li> <li>– Senior Policy Officer Legal &amp; Political Matters</li> </ul>	All vacant permanent roles fully resourced by April	December	....	....	....	....	Secretariat
<b>2</b> Finalize and sign-off on a temporary delivery structure to support the Secretariat in the delivery of the 2017-2021 Strategy and Implementation plan	Temporary projects delivery structure signed-off	June	....	....	....	....	Board

# Detailed implementation plan (21/23)



## Strategy Objective IVa (contd.)

Address the Secretariat's resource constraints and enhance its delivery capabilities (*outcome: Secretariat provided with sufficient capacity to deliver on the 2017-2021 strategy*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
<b>3</b> Engage external partners to staff temporary delivery support structure to facilitate implementation of the strategic plan : <ul style="list-style-type: none"> <li>– Secondments</li> <li>– Direct resourcing</li> </ul>	Temporary projects delivery structure fully staffed	December	....	....	....	....	Board



# Detailed implementation plan (22/23)

## Strategy Objective IVb

Strengthen the technical capacity of the Secretariat (*outcome: Secretariat possess staff sufficient technical capability to deliver on the 2017-2021 strategy*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
1 Conduct role-specific skills gaps analysis for all AU-ABC Secretariat staff and Board members	Skills gap report and recommendations to close gap.	....	December	....	....	....	Secretariat
2 Develop and operationalize capacity development program to close identified skills gaps for all AU ABC staff	Capacity development plan developed and operationalized	....	....	June	....	....	Secretariat
3 Develop and operationalize an induction program for new Board members to ensure continuity in execution of strategic initiatives	New board member induction program developed and operationalized	....	....	January	....	....	Board

# Detailed implementation plan (23/23)



## Strategy Objective IVc

Define the governance structure between the Board and the Secretariat (*outcome: Stronger and effective relationship between the Board and Secretariat*)

Activities	Deliverables	Annual Targets					Owner
		2017	2018	2019	2020	2021	
1 Develop and operationalize transition strategy between the outgoing and incoming Boards	Board transition document developed and operationalized	....	January	....	....	....	Board
2 Develop a governance structure for planning and reporting between the: <ul style="list-style-type: none"> <li>• Advisory Board</li> <li>• Executive Secretariat</li> </ul>	AU ABC governance structure defined	December	....	....	....	....	Board
1 Define the reporting relationships between the Advisory Board, Executive Secretariat and Department of Political Affairs	Reporting relationships defined	....	June	....	....	....	Board



# **Review of the 2017-2021 Strategic Plan against the Agenda 2063 Ten Year Implementation Plan**



# Review of the AU ABC Strategy against the AU Agenda 2063 and the 10 year implementation plan (1/5)

## Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law

### AU Agenda 2063 implementation Plan

Goal & Priority Area	2023 Target
----------------------	-------------

**Goal 11: Democratic values, practices, universal principles of human Rights, Justice and the Rule of Law entrenched**

**National:**

- At least 70% of the people believe that they are empowered and are holding leaders accountable
- At least 70% of the people perceive that information is free and freedom of expression pertains

**Priority Area (1) Democratic values and Practices are the norm**

### AU ABC 2017 to 2021 Strategy and Implementation Plan

Strategic Axes	Objectives	Activities
<ul style="list-style-type: none"> <li>• <b>Strategic Axes III:</b> Enhanced outreach and cooperation activities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective IIIa:</b> Improve the general public's awareness of the role of AU ABC; Develop and operationalize an action to support the declaration of 2018 as Africa Year of Anti-Corruption</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Activity 1:</b> Develop the AU ABC communication strategy addressing:               <ul style="list-style-type: none"> <li>– Sensitization of the general public</li> <li>– Engagement of key stakeholders</li> </ul> </li> <li>• <b>Activity 2:</b> Develop and sign-off on the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption</li> <li>• <b>Activity 3:</b> Operationalize the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption               <ul style="list-style-type: none"> <li>– Proposed process activities; preparatory activities; Knowledge management activities; Advocacy and Outreach activities; and Funding activities</li> </ul> </li> </ul>



# Review of the AU ABC Strategy against the AU Agenda 2063 and the 10 year implementation plan (2/5)

## Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law

### AU Agenda 2063 implementation Plan

Goal & Priority Area	2023 Target
<b>Goal 11:</b> <b>Democratic values, practices, universal principles of human Rights, Justice and the Rule of Law entrenched</b>	<b>Continental</b> <ul style="list-style-type: none"> <li>• <b>AGA clusters on Governance is fully functional and operational</b></li> </ul>
<b>Priority Area (1)</b> <b>Democratic values and Practices are the norm</b>	

### AU ABC 2017 to 2021 Strategy and Implementation Plan

Strategic Axe(s)	Objective(s)	Activities
<ul style="list-style-type: none"> <li>• <b>Strategic Axes III:</b> Enhanced outreach and cooperation activities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective IIIb:</b> Strengthen the AU ABC relationships and engagement with internal African Union governance institutions and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Activity 3:</b> Appoint an AU ABC focal person for the African Governance Architecture (AGA)</li> <li>• <b>Activity 4:</b> Operationalize the AU ABC participation in the African Governance Architecture (AGA)</li> </ul>



# Review of the AU ABC Strategy against the AU Agenda 2063 and the 10 year implementation plan (3/5)

## Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law

### AU Agenda 2063 implementation Plan

Goal & Priority Area	2023 Target
<b>Goal 12:</b> <b>Capable institutions and transformed leadership in place at all levels</b>	<b>National:</b> <ul style="list-style-type: none"> <li>At least 70% of the public acknowledge the public service to be professional, capable, neutral and corruption free</li> </ul>
<b>Priority Area (1)</b> <b>Institutions and Leadership</b>	

### AU ABC 2017 to 2021 Strategy and Implementation Plan

Strategic Axe(s)	Objective(s)	Activities
<ul style="list-style-type: none"> <li><b>Strategy Axes I:</b> Enhanced legal framework to combat corruption</li> </ul>	<ul style="list-style-type: none"> <li><b>Objective Ic:</b> Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties</li> </ul>	<ul style="list-style-type: none"> <li><b>Activity 1:</b> Develop and adopt a harmonized Code of Conduct for Public Officials</li> <li><b>Activity 3:</b> Engage State Parties with Code of Conduct for Public Officials on aligning existing Code of Conduct with the harmonized Code of Conduct for Public Officials</li> <li><b>Activity 4:</b> Engage State Parties without Code of Conduct for Public Officials to adopt the harmonized Code of Conduct for Public Officials</li> <li><b>Activity 5:</b> Commission and publicize the results of regular surveys on the status of implementation (and impact) of harmonized Codes of Conduct for Public Officials across State Parties that have ratified the Convention</li> </ul>



# Review of the AU ABC Strategy against the AU Agenda 2063 and the 10 year implementation plan (4/5)

## Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law

### AU Agenda 2063 implementation Plan

Goal & Priority Area	2023 Target
----------------------	-------------

<b>Goal 12:</b> <b>Capable institutions and transformed leadership in place at all levels</b>	<b>Continental</b> <ul style="list-style-type: none"> <li>At least 70% of Member States are implementing the AU Convention on Preventing and Combating Corruption</li> </ul>
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Priority Area (1)  
**Institutions and Leadership**

### AU ABC 2017 to 2021 Strategy and Implementation Plan

Strategic Axes	Objectives	Activities
<ul style="list-style-type: none"> <li><b>Strategy Axes I:</b> Enhanced legal framework to combat corruption</li> </ul>	<ul style="list-style-type: none"> <li><b>Objective Ib:</b> Promote and encourage the adoption of adequate and effective legal framework by State Parties</li> </ul>	<ul style="list-style-type: none"> <li><b>Activity 1:</b> Adopt the model law (developed with the support of UNECA) to support adequate domestication of the Convention by State Parties</li> <li><b>Activity 2:</b> Encourage State Parties with existing legal anti-corruption framework to adapt model law</li> <li><b>Activity 3:</b> Encourage State Parties without an anti-corruption legal framework to adopt model law</li> </ul>



# Review of the AU ABC Strategy against the AU Agenda 2063 and the 10 year implementation plan (5/5)

## Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law

### AU Agenda 2063 implementation Plan

Goal & Priority Area	2023 Target
<b>Goal 12:</b> <b>Capable institutions and transformed leadership in place at all levels</b>	<b>Continental</b> <ul style="list-style-type: none"> <li>At least 70% of Member States are implementing the AU Convention on Preventing and Combating Corruption</li> </ul>
<b>Priority Area (1)</b> <b>Institutions and Leadership</b>	

### AU ABC 2017 to 2021 Strategy and Implementation Plan

Strategic Axes	Objectives	Activities
<ul style="list-style-type: none"> <li><b>Strategy Axes I:</b> Enhanced legal framework to combat corruption</li> </ul>	<ul style="list-style-type: none"> <li><b>Objective Ib:</b> Promote and encourage the adoption of adequate and effective legal framework by State Parties</li> </ul>	<ul style="list-style-type: none"> <li><b>Activity 4:</b> Commission annual studies to analyze the level of domestication of the model law (and convention) by State Parties that have ratified the convention</li> <li><b>Activity 5:</b> Institute an annual program to recognize and acknowledge the efforts of States Parties with best practices in the implementation of the provisions of the Convention during Summits of the AU and annual anti-corruption conference and workshops</li> </ul>



# **Review of the 2017-2021 Strategic Plan against the African Governance Architecture Framework**



# Review of the AU ABC Strategy against the African Governance Architecture Framework (1/8)

AGA Objectives and Goals	AU ABC 2017 to 2021 Strategy and Implementation Plan		
Objectives	Strategic Axes	Objectives	Activities
<p><b>1 Accelerate the ratification, domestication, implementation and monitoring of African Shared values instruments</b></p>	<ul style="list-style-type: none"> <li><b>Strategic Axes I:</b> Enhanced legal framework to combat corruption</li> </ul>	<ul style="list-style-type: none"> <li><b>Objective Ia:</b> Encourage the ratification of the Convention by State Parties</li> </ul>	<ul style="list-style-type: none"> <li><b>Activity 1:</b> Conduct advocacy missions in favor of the ratification of the Convention targeted at countries yet to ratify the convention</li> <li><b>Activity 2:</b> Monitor the state of ratification of the Convention amongst Member States of the African Union and produce annual reports to the Executive Council</li> </ul>
<p><b>2 Deepen synergy, coordination, cooperation and harmonization of shared values instruments among AU organs, institutions and RECs on democracy, governance, human rights and humanitarian affairs</b></p>		<ul style="list-style-type: none"> <li><b>Objective Ib:</b> Promote and encourage the adoption of adequate and effective legal framework by State Parties</li> </ul>	<ul style="list-style-type: none"> <li><b>Activity 1:</b> Adopt the model law (developed with the support of UNECA) to support adequate domestication of the Convention by State Parties</li> <li><b>Activity 2:</b> Encourage State Parties with existing legal anti-corruption framework to adapt model</li> <li><b>Activity 3:</b> Encourage State Parties without an anti-corruption legal framework to adopt model law</li> <li><b>Activity 4:</b> Commission annual studies to analyze the level of domestication of the model law (and convention) by State Parties that have ratified the convention</li> </ul>



# Review of the AU ABC Strategy against the African Governance Architecture Framework (2/8)

AGA Objectives and Goals	AU ABC 2017 to 2021 Strategy and Implementation Plan		
Objectives	Strategic Axes	Objectives	Activities
<p><b>1 Accelerate the ratification, domestication, implementation and monitoring of African Shared values instruments</b></p>	<ul style="list-style-type: none"> <li><b>Strategic Axes I:</b> Enhanced legal framework to combat corruption</li> </ul>	<ul style="list-style-type: none"> <li><b>Objective Ib:</b> Promote and encourage the adoption of an adequate and effective legal framework by State Parties</li> </ul>	<ul style="list-style-type: none"> <li><b>Activity 1:</b> Adopt the model law (developed with the support of UNECA) to support adequate domestication of the Convention by State Parties</li> <li><b>Activity 2:</b> Encourage State Parties to adapt/adopt model law</li> <li><b>Activity 3:</b> Commission annual studies to analyze the level of domestication of the model law by State Parties</li> </ul>
<p><b>2 Deepen synergy, coordination, cooperation and harmonization of shared values instruments among AU organs, institutions and RECs on democracy, governance, human rights and humanitarian affairs</b></p>		<ul style="list-style-type: none"> <li><b>Objective Ic:</b> Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties</li> </ul>	<ul style="list-style-type: none"> <li><b>Activity 1:</b> Develop and adopt a harmonized code of conduct for public officials</li> <li><b>Activity 2:</b> Conduct a study to identify State Parties with existing gaps in Code of Conduct for Public Officials and State Parties without a Code of Conduct for Public Officials</li> <li><b>Activity 3:</b> Engage State Parties on aligning existing Code of Conduct with the harmonized Code of Conduct for Public Officials</li> </ul>



# Review of the AU ABC Strategy against the African Governance Architecture Framework (3/8)

## AGA Objectives and Goals

## AU ABC 2017 to 2021 Strategy and Implementation Plan

### Objectives

**1 Accelerate the ratification, domestication, implementation and monitoring of African Shared values instruments**

**2 Deepen synergy, coordination, cooperation and harmonization of shared values instruments among AU organs, institutions and RECs on democracy, governance, human rights and humanitarian affairs**

### Strategic Axes

- **Strategic Axes I:** Enhanced legal framework to combat corruption

### Objectives

- **Objective Ic:** Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties

### Activities

- **Activity 4:** Engage State Parties without Code of Conduct for Public Officials to adopt the harmonized Code of Conduct for Public Officials
- **Activity 5:** Commission and publicize the results of regular surveys on the status of implementation (and impact) of harmonized Codes of Conduct for Public Officials across State Parties that have ratified the Convention

# Review of the AU ABC Strategy against the African Governance Architecture Framework (4/8)

## AGA Objectives and Goals

## AU ABC 2017 to 2021 Strategy and Implementation Plan

### Objectives

### Strategic Axes

### Objectives

### Activities

**3 Enhance the capacity of AU organs, institutions and RECs to support Member States to strengthen governance and consolidate democracy through implementation of shared values agenda**

- **Strategy Axes II:** Strengthened capacity of State Parties to combat corruption

- **Objective IIa:** Strengthen the capacity of national and regional anti-corruption actors across all RECs

- **Objective IIb:** Encourage knowledge and experience sharing amongst national and regional anti-corruption actors

- **Activity 1:** Commission a study to identify regional capacity gaps along the prosecution chain across all State Parties that have ratified the Convention
- **Activity 2:** Develop regional capacity development programs to build the capacities of key actors along the prosecution chain
- **Activity 3:** Operationalize regional capacity development programs
- **Activity 1:** Organize annual conferences for key actors (anti-corruption bodies, law enforcement and judiciary) along the prosecution chain with external stakeholders to facilitate the sharing of experiences on fighting corruption
- **Activity 2:** Hold regional workshops and seminars targeted at key actors along the prosecution chain (anti-corruption bodies, law enforcement and judiciary) to facilitate the sharing of experiences on fighting corruption

# Review of the AU ABC Strategy against the African Governance Architecture Framework (5/8)

## AGA Objectives and Goals

## AU ABC 2017 to 2021 Strategy and Implementation Plan

### Objectives

### Strategic Axes

### Objectives

### Activities

**3 Enhance the capacity of AU organs, institutions and RECs to support Member States to strengthen governance and consolidate democracy through implementation of shared values agenda**

- **Strategy Axes II:** Strengthened capacity of State Parties to combat corruption

- **Objective IIc:** Develop and make accessible anti-corruption tools and resources

- **Activity 1:** Establish a network of focal points to collect data on acts of corruption and related offences by country
- **Activity 2:** Commence collection and analysis of data on acts of corruption and related offences by country
- **Activity 3:** Regularly publish and make accessible data on acts of corruption
- **Activity 4:** Evaluate existing corruption measurement instruments with regards to their field of application as defined by the Convention
- **Activity 5:** Develop novel methods of analyzing the nature and scope of corruption in Africa
- **Activity 6:** Conduct baseline study once every two years on unethical conduct and behaviors of key actors (e.g. MNCs) operating in Africa
- **Activity 7:** Facilitate access to international anti-corruption databases to national anti-corruption bodies



# Review of the AU ABC Strategy against the African Governance Architecture Framework (6/8)

## AGA Objectives and Goals

## AU ABC 2017 to 2021 Strategy and Implementation Plan

### Objectives

### Strategic Axes

### Objectives

### Activities

**4 Enhance popular participation and citizen engagement in attainment of democracy, governance and respect for human and peoples' rights**

• **Strategy Axes III:**  
Enhanced outreach and cooperation activities

• **Objective IIIa:**  
Raise awareness on the role of AU ABC; Develop and operationalize an action plan to support the declaration of 2018 as Africa Year of Anti-Corruption

• **Activity 1:** Develop the AU ABC communication strategy addressing:  
 – Sensitization of the general public  
 – Engagement of key stakeholders

• **Activity 2:** Develop and sign-off on the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption

• **Activity 3:** Operationalize the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption  
 – Proposed process activities  
 – Proposed preparatory activities;  
 – Proposed Knowledge management activities;  
 – Proposed Advocacy and Outreach activities; and  
 – Proposed Funding activities

**5 Generate, manage and disseminate knowledge on African shared values agenda, democratic governance in Africa**



# Review of the AU ABC Strategy against the African Governance Architecture Framework (7/8)

## AGA Objectives and Goals

## AU ABC 2017 to 2021 Strategy and Implementation Plan

### Objectives

### Strategic Axes

### Objectives

### Activities

**6** Coordinate evaluation and reporting on implementation and compliance with AU norms on governance and democracy as envisaged by article 44, 45 and 49 of the ACDEG

- **Strategic Axes I:** Enhanced legal framework to combat corruption

- **Objective Ib:** Promote and encourage the adoption of an adequate and effective legal framework by State Parties

- **Objective Ic:** Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties

- Commission annual studies to analyze the level of domestication of the model law (and convention) by State Parties that have ratified the convention

- Commission and publicize the results of regular surveys on the status of implementation (and impact) of harmonized Codes of Conduct for Public Officials across State Parties that have ratified the Convention



# Review of the AU ABC Strategy against the African Governance Architecture Framework (8/8)

## AGA Objectives and Goals

## AU ABC 2017 to 2021 Strategy and Implementation Plan

### Objectives

### Strategic Axes

### Objectives

### Activities

- 7 Foster dialogue and share comparable lessons on trends, challenges, opportunities and prospects for improving governance and democracy among Member States**

- Strategy Axes II:** Strengthened capacity of State Parties to combat corruption

- Objective IIb:** Encourage knowledge and experience sharing amongst anti-corruption actors in each REC

- Activity 1:** Organize annual conferences for key actors (anti-corruption bodies, law enforcement and judiciary) along the prosecution chain with external stakeholders to facilitate the sharing of experiences on fighting corruption
- Activity 2:** Hold regional workshops and seminars targeted at key actors along the prosecution chain (anti-corruption bodies, law enforcement and judiciary) to facilitate the sharing of experiences on fighting corruption

# CONTENT



Introduction to the AU ABC

Review of the 2011-2015 Strategic Plan

2017-2021 Strategy & Implementation Plan

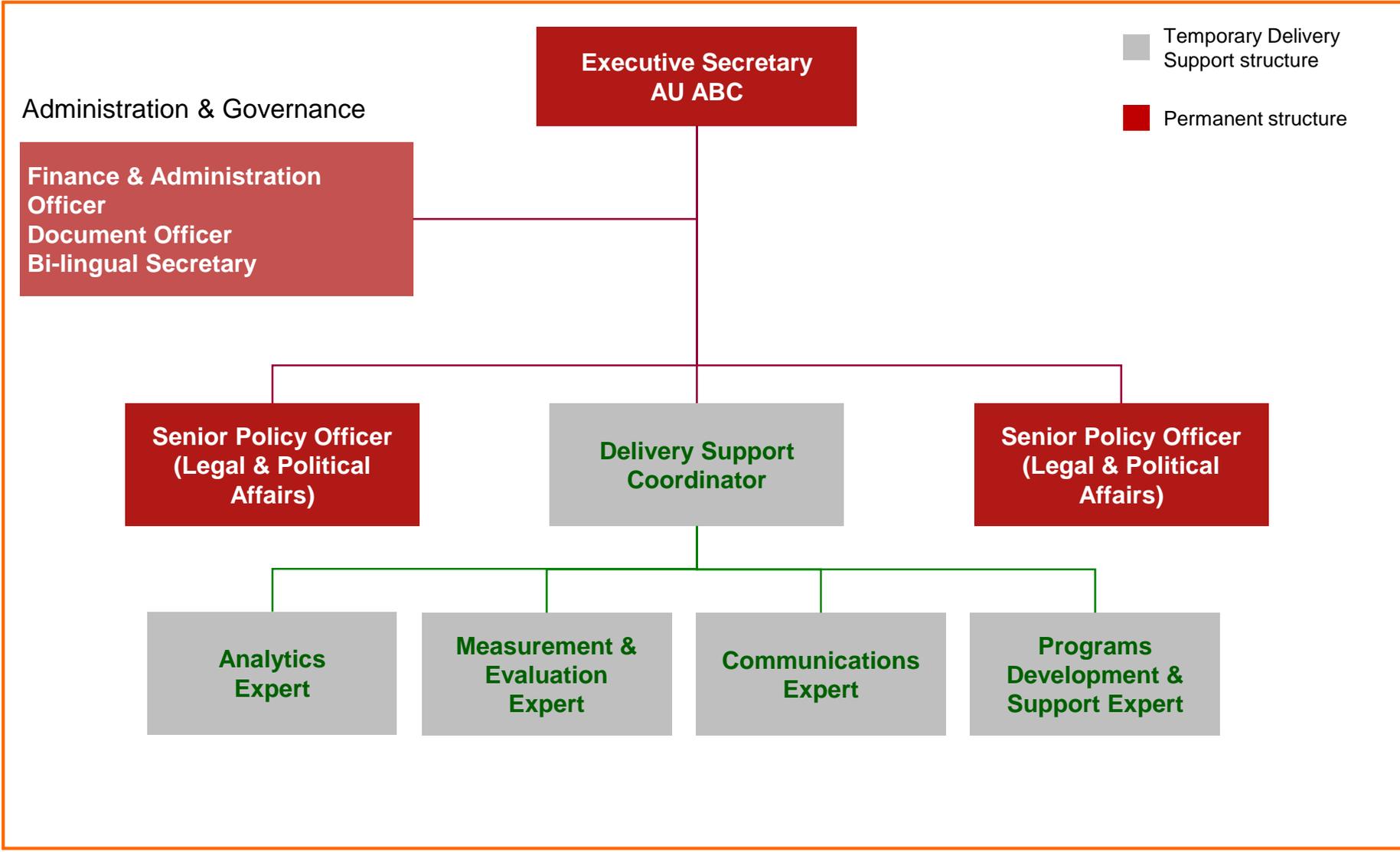
**2017-2021 Implementation Plan Enablers**

Annexures



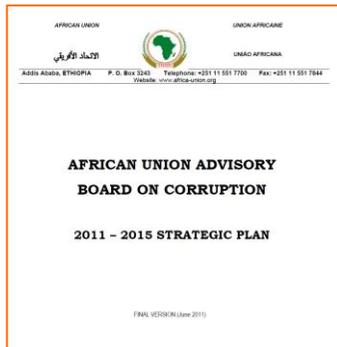


# To enable the implementation of the strategy, a temporary structure has to be put in place to boost the capacity of the Secretariat



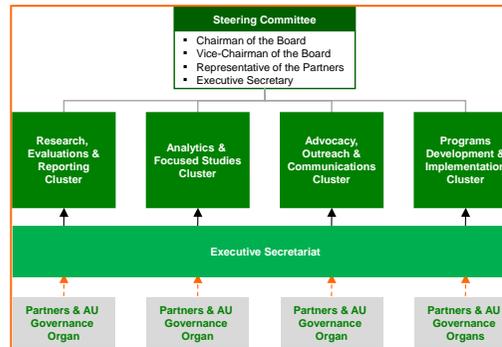
# We propose a delivery type structure to improve strategy implementation from ~5% to ~50% over the next 5 years...

## Poor implementation of the 2011-2015 strategic plan



- Poor implementation of the 2011 to 2015 strategy resulting from:
  - Capacity challenges
  - Technical skills challenges
  - Unclear implementation roles between the Secretariat and Board
  - Too ambitious goals
- There is no reason to believe that implementation of the new strategy would be any different

## Proposed implementation structure and design criteria



### Design considerations

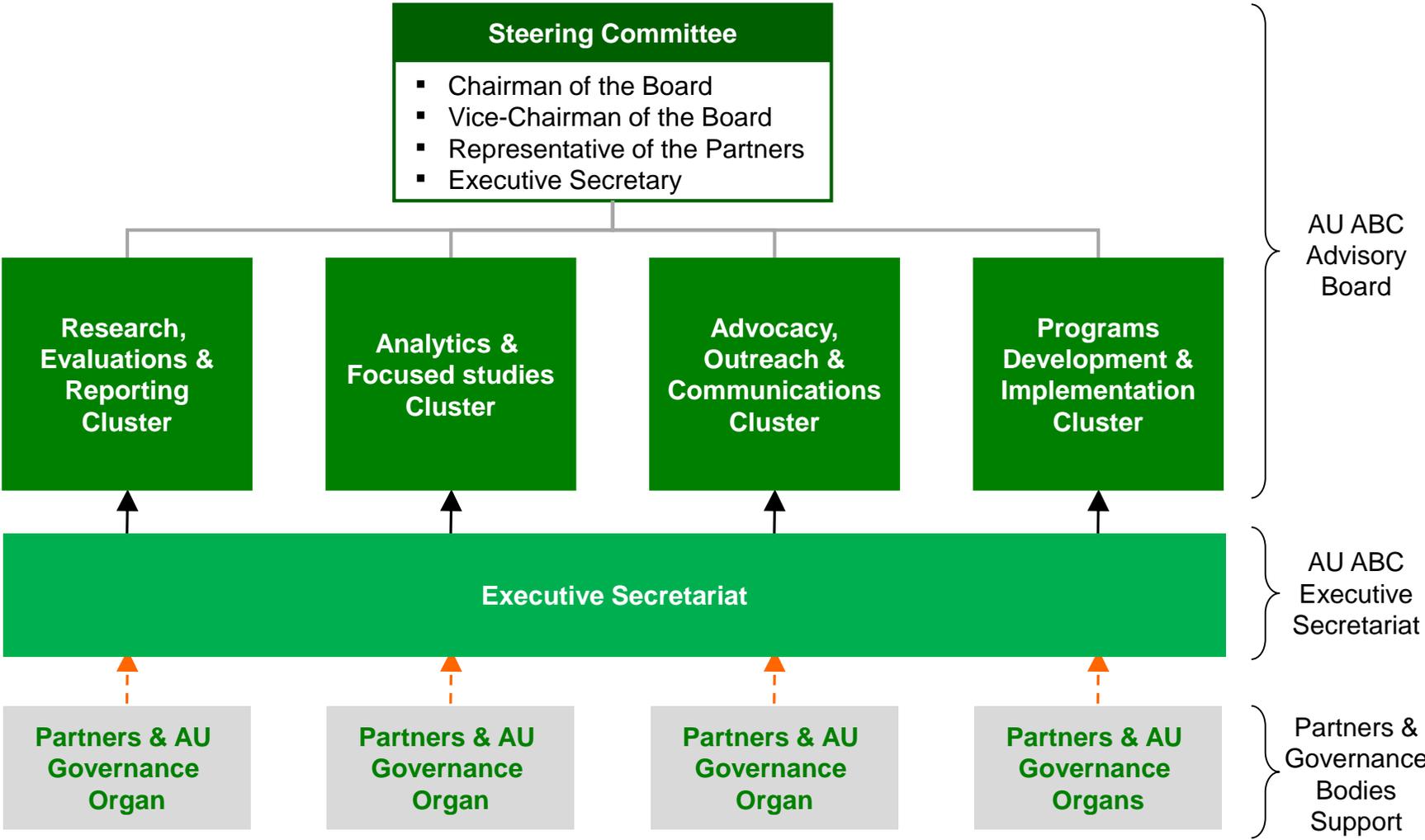
- Improved and strengthened relationship between the Board and the Secretariat
- Greater involvement of the Board in strategy execution
- Improved collaboration with partners and stakeholders:
  - Resourcing – execution of strategy
  - Capacity Building

## Envisaged impact of the new structure

- Improving implementation would require a near term focus on the implementation structure as opposed to other enablers such as performance management structures
- The proposed implementation structure will leverage resources from stakeholders and lead to close collaboration (and defined roles and responsibilities) within the AU ABC
- These would lead to a marked improvement in implementation



# ... the delivery structure/mechanism would have the following interaction model with key stakeholders ...

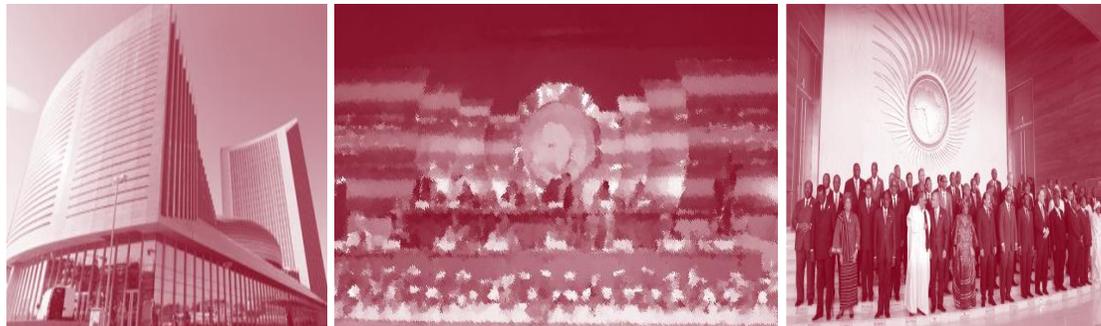


# ... and the following governance structure , outlined for all key stakeholders

## Role

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<b>A</b> <b>Steering Committee</b>	<ul style="list-style-type: none"><li>▪ Provide direction</li><li>▪ Make decisions or recommendations; approve targets and plans during Board sessions or special sittings to consider implementation of strategic plan</li><li>▪ Integrate across clusters</li></ul>
<b>B</b> <b>Clusters</b>	<ul style="list-style-type: none"><li>▪ Provide day to day program leadership</li><li>▪ Provide problem-solving leadership</li><li>▪ Mobilize resources</li><li>▪ Integrate across work streams</li></ul>
<b>C</b> <b>Secretariat Support</b>	<ul style="list-style-type: none"><li>▪ Carry out day-to-day analyses and implementation of identified strategic initiatives in the 2017 to 2021 AU ABC Strategy and Implementation plan</li></ul>
<b>D</b> <b>Partners</b>	<ul style="list-style-type: none"><li>▪ Provide implementation support – resources and funding</li><li>▪ Provide overall perspective and guidance</li><li>▪ Provide international best practice</li></ul>



Introduction to the AU ABC

Review of the 2011-2015 Strategic Plan

2017-2021 Strategy & Implementation Plan

2017-2021 Implementation Plan Enablers

**Annexures**



# Logical Framework

# Logical framework (1/23)

## Strategy Axes I

### Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p><b>a</b> Encourage the ratification of the Convention by State Parties</p>	<ul style="list-style-type: none"> <li>• Conduct advocacy missions in favor of the ratification of the Convention targeted at countries yet to ratify the convention</li> </ul>	<ul style="list-style-type: none"> <li>• Increased ratification of the Convention</li> </ul>	<ul style="list-style-type: none"> <li>• Number of successful missions made to Countries yet to ratify convention</li> <li>• Set up of an active tracker to capture and close-out issues militating against ratification</li> <li>• Progress made in moving Countries along the ratification tracker/pipeline</li> </ul>
	<ul style="list-style-type: none"> <li>• Monitor the state of ratification of the Convention amongst Member States of the African Union and produce annual reports to the Executive Council</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly publish an annual report on the state of ratification and submit to Executive Council broadly capturing:               <ul style="list-style-type: none"> <li>– Countries yet to ratify convention</li> <li>– Issues militating against ratification</li> <li>– Measures taken to resolve issues</li> <li>– Recommendations on next steps</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• By December every year (starting from 2018), a State of Ratification report published and submitted to the Executive Council</li> </ul>



# Logical framework (2/23)

## Strategy Axes I

### Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>b Promote and encourage the adoption of adequate and effective legal framework by State Parties</b>	<ul style="list-style-type: none"> <li>• Adopt the model law on anti-corruption (developed with the support of UNECA) to support adequate domestication of the Convention by State Parties</li> <li>• Encourage all State Parties with existing legal anti-corruption framework to adapt model law on anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>• Model law adopted by the African Union Executive Council</li> <li>• Model law on anti-corruption adapted and effectively implemented by State Parties</li> </ul>	<ul style="list-style-type: none"> <li>• Submission of model law to Executive Council by January 2018 for adoption</li> <li>• One baseline study conducted to identify gaps between State Parties anti-corruption laws and model law. Study to propose strategies for closing gaps.</li> <li>• Number of successful regional and national workshops held with State Parties to provide support with adapting existing anti-corruption laws to model law</li> <li>• All State Parties that have ratified convention should have harmonized existing laws by December 2021</li> </ul>



# Logical framework (3/23)

## Strategy Axes I

### Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p><b>b Promote and encourage the adoption of adequate and effective legal framework by State Parties</b></p>	<ul style="list-style-type: none"> <li>Encourage all State Parties without an anti-corruption legal framework to adopt model law</li> <li>Commission annual studies to analyze the level of domestication of the model law (and convention) by State Parties that have ratified the convention</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened and effective national anti-corruption measures amongst State Parties</li> <li>Obtain a broad view into progress being made by State Parties in domesticating model laws and deep insights into issues and challenges being faced with domestication</li> </ul>	<ul style="list-style-type: none"> <li>One baseline study conducted to identify State Parties without anti-corruption laws propose strategies for engaging State Parties to adopt model law.</li> <li>Number of successful regional and national workshops held with State Parties to provide support with adopting model law</li> <li>All State Parties that have ratified convention and without anti-corruption laws should have adopted model laws by December 2021</li> <li>Conduct one study per year (commencing December 2019) on the level of domestication of model law and Convention outlining:               <ul style="list-style-type: none"> <li>Gaps in the level of domestication</li> <li>Recommendations on how to close the gaps</li> </ul> </li> </ul>



# Logical framework (4/23)

## Strategy Axes I

### Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>b</b> Promote and encourage the adoption of adequate and effective legal framework by State Parties	<ul style="list-style-type: none"><li>Institute an annual program to recognize and acknowledge the efforts of States Parties with best practices in the implementation of the provisions of the Convention during Summits of the AU and annual anti-corruption conference and workshops</li></ul>	<ul style="list-style-type: none"><li>Encourage State Parties to ratify and domesticate the Convention and encourage the sharing/adoption of best practices in the domestication of the Convention</li></ul>	<ul style="list-style-type: none"><li>Criteria for identifying best practices developed and shared by December 2018</li><li>Recognition program designed and developed by June 2019</li><li>Inaugural recognition program operational by January 2020 with annual programs held every January</li></ul>
<b>c</b> Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties	<ul style="list-style-type: none"><li>Develop and adopt a harmonized Code of Conduct for Public Officials</li></ul>	<ul style="list-style-type: none"><li>Develop a model code of conduct to address corruption in the public service</li></ul>	<ul style="list-style-type: none"><li>Model code of conduct for public officials developed by December 2019</li><li>Model code of conduct for public officials submitted to the Executive Council and adopted by January 2020</li></ul>

# Logical framework (5/23)



## Strategy Axes I

### Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p><b>C</b> Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties</p>	<ul style="list-style-type: none"> <li>Conduct a study to identify State Parties with existing gaps in Code of Conduct for Public Officials and State Parties without a Code of Conduct for Public Officials</li> <li>Engage State Parties on aligning existing Code of Conduct with the harmonized Code of Conduct for Public Officials</li> </ul>	<ul style="list-style-type: none"> <li>Obtain an in-depth and informed view on the existence of a Code of Conduct across all State Parties (that have ratified the convention)</li> <li>Streamlined and strengthened Code of Conduct for Public Officials, in line with best practices and able to counter corruption within the public service</li> </ul>	<ul style="list-style-type: none"> <li>One baseline study conducted by June 2019 to:               <ul style="list-style-type: none"> <li>Identify State Parties without a Code of Conduct for Public Officials</li> <li>Gaps in Code of Conduct for Public Officials in State Parties with existing Code of Conduct for Public Officials</li> <li>Recommendation on strategies to get State Parties to adapt or adopt harmonized Code of Conduct</li> </ul> </li> <li>Number of successful workshops held between June 2019 and December 2021 with all State Parties to support the harmonization of their Code of Conduct for Public Officials with the model Code of Conduct for Public Officials</li> </ul>



# Logical framework (6/23)

## Strategy Axes I

### Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p><b>C</b> Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties</p>	<ul style="list-style-type: none"> <li>Engage State Parties on aligning existing Code of Conduct with the harmonized Code of Conduct for Public Officials</li> </ul>	<ul style="list-style-type: none"> <li>Streamlined and strengthened Code of Conduct for Public Officials, in line with best practices and able to counter corruption within the public service</li> </ul>	<ul style="list-style-type: none"> <li>All State Parties that have ratified convention should have harmonized Code of Conduct for Public Officials in place by December 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Engage State Parties without Code of Conduct for Public Officials to adopt the harmonized Code of Conduct for Public Officials</li> </ul>	<ul style="list-style-type: none"> <li>Existence of a Code of Conduct for Public Officials, aligned with best practices and able to counter corruption within the public service</li> </ul>	<ul style="list-style-type: none"> <li>Number of successful advocacy missions held between June 2019 and December 2021 to State Parties (without a Code of Conduct for Public Officials) to adopt model Code of Conduct for Public Officials</li> <li>Number of successful workshops held between June 2019 and December 2021 to support State Parties in adopting model Code of Conduct for Public Officials</li> </ul>



# Logical framework (7/23)

## Strategy Axes I

### Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p><b>C</b> Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties</p>	<ul style="list-style-type: none"> <li>Engage State Parties without Code of Conduct for Public Officials to adopt the harmonized Code of Conduct for Public Officials</li> <li>Commission and publicize the results of regular surveys on the status of implementation (and impact) of harmonized Codes of Conduct for Public Officials across State Parties that have ratified the Convention</li> </ul>	<ul style="list-style-type: none"> <li>Existence of a Code of Conduct for Public Officials, aligned with best practices and able to counter corruption within the public service</li> <li>Increased adoption of the model of a Code of Conduct for Public Officials across State Parties that have ratified the Convention</li> </ul>	<ul style="list-style-type: none"> <li>All State Parties that have ratified convention should have model Code of Conduct for Public Officials in place by December 2021</li> <li>One survey conducted annually, commencing December 2019 to:               <ul style="list-style-type: none"> <li>Track progress being made by State Parties in adopting or adapting model Code of Conduct for Public Officials</li> <li>Gaps in Domestication and recommendation on strategies to close gaps</li> <li>Impact of the adoption of model Code of Conduct for Public Officials in State Parties that have adopted or adapted model Code of Conduct</li> </ul> </li> </ul>



# Logical framework (8/23)

## Strategy Axes I

### Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>d</b> <b>Develop and implement strategies to address the corrupt component of illicit financial flows</b>	<ul style="list-style-type: none"><li>• Integrate illicit financial flows into Article 22 of the African Union Convention on Preventing and Combatting Corruption</li><li>• Engage State Parties that have already ratified original Convention to ratify revised Convention</li></ul>	<ul style="list-style-type: none"><li>• Broader focus of the African Union Convention on Preventing and Combatting Corruption to address Illicit Financial Flows</li><li>• Adoption of the revised Convention by State Parties</li></ul>	<ul style="list-style-type: none"><li>• Relevant clause from the Mbeki report incorporated into the AU-CPCC and amended Convention approved by Executive Council by December 2019</li><li>• Number of successful advocacy missions held between January 2020 and December 2021 to engage State Parties (that have already ratified original AU-CPCC) to ratify amended Convention</li><li>• Revised Convention to come into force by December 2021 i.e. minimum number of required ratifications obtained by December 2021</li></ul>

# Logical framework (9/23)



## Strategy Axes I

### Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>d</b> <b>Develop and implement strategies to address the corrupt component of illicit financial flows</b>	<ul style="list-style-type: none"><li>• Develop a program of activities to operationalize the revised Article 22 of the convention aimed at combating the corrupt component of illicit flows</li></ul>	<ul style="list-style-type: none"><li>• Plan of action in place to address the corrupt component of illicit financial flows amongst State Parties</li></ul>	<ul style="list-style-type: none"><li>• Program developed by June 2020 to address the corrupt component of illicit financial flows and outlining:<ul style="list-style-type: none"><li>– Proposed model laws to be developed around government procurement</li><li>– Enhanced public access to National Budgets</li><li>– Public awareness/advocacy program aimed at detailing the economic, social and political impact of illicit financial flows</li></ul></li></ul>

# Logical framework (10/23)



## Strategy Axes II

### Strengthened capacity of State Parties to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>a Strengthen the capacity of national and regional anti-corruption actors across all RECs</b>	<ul style="list-style-type: none"> <li>Commission a study to identify capacity gaps along the corruption investigation and prosecution chain across all State Parties that have ratified the Convention</li> </ul>	<ul style="list-style-type: none"> <li>Identification of capacity gaps across all agencies along the investigation and prosecution chain</li> </ul>	<ul style="list-style-type: none"> <li>Five capacity gaps studies completed for all regions by December 2018</li> </ul>
	<ul style="list-style-type: none"> <li>Develop regional capacity building programs to build the capacities of key actors along the investigation and prosecution chain</li> </ul>	<ul style="list-style-type: none"> <li>Regional capacity building programs developed</li> </ul>	<ul style="list-style-type: none"> <li>Five capacity building programs developed for all regions by June 2019</li> </ul>
	<ul style="list-style-type: none"> <li>Operationalize regional capacity development programs</li> </ul>	<ul style="list-style-type: none"> <li>Regional capacity building programs operational</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building programs launched and operational across all five regions by January 2020</li> </ul>

# Logical framework (11/23)

## Strategy Axes II

### Strengthened capacity of State Parties to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>b</b> Encourage knowledge and experience sharing amongst national and regional anti-corruption actors	<ul style="list-style-type: none"> <li>Organize annual conferences for key actors along the investigation and prosecution chain (in conjunction with external stakeholders) to facilitate the sharing of experiences on fighting corruption</li> <li>Hold regional workshops and seminars targeted at key actors along the investigation and prosecution chain to facilitate the sharing of experiences on fighting corruption</li> </ul>	<ul style="list-style-type: none"> <li>Create a continental forum to share experiences, learnings and best practices on the anti-corruption fight</li> <li>Create a region specific forum to share experiences, learnings and best practices on the anti-corruption fight</li> </ul>	<ul style="list-style-type: none"> <li>One annual anti-corruption conference held every year commencing from June 2018</li> <li>Two regional workshops to be held every year in March and September, commencing 2019</li> </ul>
<b>c</b> Develop and make accessible anti-corruption tools and resources	<ul style="list-style-type: none"> <li>Establish a network of focal points to collect data on acts of corruption and related offences by country</li> </ul>	<ul style="list-style-type: none"> <li>A database of focal points (names, emails and contact numbers) created</li> </ul>	<ul style="list-style-type: none"> <li>Identify and engage focal points across all State Parties. Collate contact details into a database by June 2017</li> </ul>

# Logical framework (12/23)

## Strategy Axes II

### Strengthened capacity of State Parties to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>C</b> <b>Develop and make accessible anti-corruption tools and resources</b>	<ul style="list-style-type: none"> <li>Commence collection and analysis of data on acts of corruption and related offences by country</li> </ul>	<ul style="list-style-type: none"> <li>Up to date database of acts of corruption and related offences across all State Parties</li> </ul>	<ul style="list-style-type: none"> <li>Required corruption data and reporting frequency defined by September 2017</li> <li>Focal Points trained on data collection and analysis by March 2018</li> <li>Collection of data commences by June 2018</li> </ul>
	<ul style="list-style-type: none"> <li>Regularly publish and make accessible data on acts of corruption</li> </ul>	<ul style="list-style-type: none"> <li>Database on acts of corruption published on the AU ABC website and made freely available to the public</li> </ul>	<ul style="list-style-type: none"> <li>Database on acts of corruption cleaned up and data harmonized across countries by September 2018</li> <li>One year clean data uploaded on website and made freely available to the general public by September 2019, and thereafter, updated annually every September</li> </ul>

# Logical framework (13/23)

## Strategy Axes II

### Strengthened capacity of State Parties to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>C</b> <b>Develop and make accessible anti-corruption tools and resources</b>	<ul style="list-style-type: none"> <li>Evaluate existing corruption measurement instruments with regards to their field of application as defined by the Convention</li> </ul>	<ul style="list-style-type: none"> <li>Deeper understanding of current corruption measurement tools – strengths and shortfalls. Recommendations on improvement</li> </ul>	<ul style="list-style-type: none"> <li>Detailed study on existing corruption measurement tools i.e. strengths and shortfalls and recommendations for improvement ready by December 2019</li> </ul>
	<ul style="list-style-type: none"> <li>Develop novel methods of analyzing the nature and scope of corruption in Africa</li> </ul>	<ul style="list-style-type: none"> <li>Development of novel and improved corruption measurement tools suited to the Africa context</li> </ul>	<ul style="list-style-type: none"> <li>Novel (and improved) corruption measurement tools in place by December 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Conduct baseline study once every two years on unethical conduct and behaviors of key actors (e.g. MNCs) operating in Africa</li> </ul>	<ul style="list-style-type: none"> <li>Improved understanding of the underlying drivers and impact of unethical behaviors of MNCs, and recommendations on actions to take to reduce/address unethical behaviors by MNCs</li> </ul>	<ul style="list-style-type: none"> <li>Detailed study on the unethical behaviors of MNCs (drivers, impact and recommendations on how to address unethical behaviors by ,MNCs) ready by June 2020</li> <li>Commission biennial updates to report every June</li> </ul>

# Logical framework (14/23)



## Strategy Axes II

### Strengthened capacity of State Parties to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>C</b> <b>Develop and make accessible anti-corruption tools and resources</b>	<ul style="list-style-type: none"><li>Facilitate access of national anti-corruption bodies to international anti-corruption databases</li></ul>	<ul style="list-style-type: none"><li>Promote access of national anti-corruption bodies to international databases to strengthen the investigation and prosecution of corruption cases</li></ul>	<ul style="list-style-type: none"><li>Identify relevant international databases by December 2017</li><li>Negotiate and provide access to all national anti-corruption bodies by December 2018</li></ul>



# Logical framework (15/23)

## Strategy Axes III

### Enhanced outreach and cooperation activities

Strategic Objectives	Activities	Expected Results	Results Indicators
<p><b>a</b> Improve the general public's awareness of the role of AU ABC, develop and operationalize an action to support the declaration of 2018 as Africa Year of Anti-Corruption</p>	<ul style="list-style-type: none"> <li>Develop and operationalize the AU ABC communication strategy addressing:               <ul style="list-style-type: none"> <li>Sensitization of the general public</li> <li>Engagement of key stakeholders</li> </ul> </li> <li>Development and sign-off on the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption</li> </ul>	<ul style="list-style-type: none"> <li>Communications strategy operational leading to an improvement in the awareness of the AU ABC and its role in the fight against corruption</li> <li>Structured plan outlining the role of the AU ABC in operationalizing the declaration of 2018 as the Year of Anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>Communications and stakeholder engagement strategy addressing pro-active and passive elements developed by December 2017</li> <li>Communications strategy operational by January 2018</li> <li>Final and signed-off (by the AUC) operational plan incorporating the feedback from all Board members by June 2017</li> </ul>
	<ul style="list-style-type: none"> <li>Operationalization of the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption</li> </ul>	<ul style="list-style-type: none"> <li>Review of progress made so far, assessment of what still needs to be done and new strategies to address new corruption challenges</li> </ul>	<ul style="list-style-type: none"> <li>Action tracker and review cycle to track feedback/progress ready by July 2017</li> <li>Concept paper operational by August 2017</li> </ul>



# Logical framework (16/23)

## Strategy Axes III

### Enhanced outreach and cooperation activities

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>b Strengthen the AU ABC relationships and engagement with internal African Union governance institutions and stakeholders</b>	<ul style="list-style-type: none"> <li>Jointly develop with internal stakeholders the regional anti-corruption program for Africa for 2019-2023</li> </ul>	<ul style="list-style-type: none"> <li>Structured program in place to systematically raise awareness and address corruption amongst State Parties developed</li> </ul>	<ul style="list-style-type: none"> <li>Regional anti-corruption program developed and signed-off by the Board by December 2018</li> </ul>
	<ul style="list-style-type: none"> <li>Implement the regional anti-corruption program for Africa for 2019-2023 in conjunction with internal AU stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Structured program in place to systematically raise awareness and address corruption amongst State Parties operational</li> </ul>	<ul style="list-style-type: none"> <li>Action tracker and review cycle to track progress in place by December 2018</li> <li>Regional anti-corruption program operational by January 2019</li> </ul>
	<ul style="list-style-type: none"> <li>Appoint an AU ABC focal person for the African Governance Architecture (AGA)</li> </ul>	<ul style="list-style-type: none"> <li>Focal person coordinating the AU ABC participation in the AGA in place</li> </ul>	<ul style="list-style-type: none"> <li>African Governance Architecture focal person appointed by June 2017</li> </ul>
	<ul style="list-style-type: none"> <li>Operationalize the AU ABC participation in the African Governance Architecture (AGA)</li> </ul>	<ul style="list-style-type: none"> <li>Full and regular participation of the AU-ABC in the African Governance Architecture</li> </ul>	<ul style="list-style-type: none"> <li>Program in place outlining the AU ABC participation in the AGA by December 2017 with full participation by January 2018</li> </ul>

# Logical framework (17/23)



## Strategy Axes III

### Enhanced outreach and cooperation activities

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>b Strengthen the AU ABC relationships and engagement with internal African Union governance institutions and stakeholders</b>	<ul style="list-style-type: none"><li>Identify potential programs for joint collaboration with the African Court and UNECA in areas of development and implementation e.g. communications strategy with the African Court</li></ul>	<ul style="list-style-type: none"><li>Help the AU ABC address manpower constraints while increasing collaboration with other organs</li></ul>	<ul style="list-style-type: none"><li>List of potential programs (from strategic plan) for joint collaboration in design and implementation ready by September 2017</li></ul>



# Logical framework (18/23)

## Strategy Axes III

### Enhanced outreach and cooperation activities

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>C Strengthen the AU ABC relationships with external stakeholders</b>	<ul style="list-style-type: none"> <li>Identify and map external partners potential support in the areas of Funding, Capacity building and Program implementation</li> </ul>	<ul style="list-style-type: none"> <li>A structured approach to ensure a consistent engagement with external stakeholders in place</li> </ul>	<ul style="list-style-type: none"> <li>Mapping of external partners completed by June 2017</li> </ul>
	<ul style="list-style-type: none"> <li>Develop new partnership strategies between the AU ABC and external stakeholders across all identified areas to drive structured engagements</li> </ul>	<ul style="list-style-type: none"> <li>A structured approach to ensure a consistent engagement with external stakeholders in place</li> </ul>	<ul style="list-style-type: none"> <li>Partnership strategies to address funding, capacity building and program implementation approved and in place by September 2017</li> </ul>
	<ul style="list-style-type: none"> <li>Operationalize new partnership strategies across all identified three areas</li> </ul>	<ul style="list-style-type: none"> <li>A structured approach to ensure a consistent engagement with external stakeholders in place</li> </ul>	<ul style="list-style-type: none"> <li>New partnership strategies operational by December 2017</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and operationalize a strategy for re-engaging and strengthening strained relationships with critical external partners</li> </ul>	<ul style="list-style-type: none"> <li>Renewed engagement and strengthened relationships with previous partners</li> </ul>	<ul style="list-style-type: none"> <li>Strategy for re-engaging strained partnerships in place by September 2017</li> <li>Strategy operational by December 2017</li> </ul>

# Logical framework (20/23)



## Strategy Axes III

### Enhanced outreach and cooperation activities

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>d Ensure the timely provision of a permanent premises that meet the Board's operational requirements</b>	<ul style="list-style-type: none"> <li>Establishment and operationalization of the activities of the Joint Facilitative Committee</li> </ul>	<ul style="list-style-type: none"> <li>Committee consisting of AU ABC, AUC and the Tanzania Government representatives, tasked with implementing the host agreement</li> </ul>	<ul style="list-style-type: none"> <li>Identify members of the Joint Facilitative Committee by June 2017</li> <li>Joint Facilitative Committee constituted and operational by June 2018</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and obtain approval on the final architectural plans</li> </ul>	<ul style="list-style-type: none"> <li>Architectural plans and construction timetable for permanent AU ABC premises developed and approved by Joint Facilitative Committee</li> </ul>	<ul style="list-style-type: none"> <li>Architectural plans and construction timetable in place by June 2019</li> </ul>
	<ul style="list-style-type: none"> <li>Commence construction of the African Union Advisory Board on Corruption's permanent premises</li> </ul>	<ul style="list-style-type: none"> <li>Construction of permanent premises commenced</li> </ul>	<ul style="list-style-type: none"> <li>Mobilization of contractor to site and commencement of the construction of the AU ABC permanent premises by June 2021</li> </ul>

# Logical framework (21/23)

## Strategy Axes IV

### Strengthened institutional capacity of the Board and the Secretariat

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>a</b> Address the Secretariat's resource constraints and enhance its delivery capabilities	<ul style="list-style-type: none"> <li>Finalize the recruitment of permanent (Senior Policy Officers) to staff the permanent structure               <ul style="list-style-type: none"> <li>Senior Policy Officer – Economic &amp; Statistical Matters</li> <li>Senior Policy Officer Legal &amp; Political Matters</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the policy making capabilities of the AU ABC</li> </ul>	<ul style="list-style-type: none"> <li>Finalize the recruitment of a Senior Policy Officer (Economic &amp; Statistical Matters) and Senior Policy Officer (Legal &amp; Political Matters) by December 2017</li> </ul>
	<ul style="list-style-type: none"> <li>Finalize and sign-off on a temporary delivery structure to support the Secretariat in the delivery of the 2017-2021 Strategy and Implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the delivery capabilities of the AU ABC</li> </ul>	<ul style="list-style-type: none"> <li>Finalize and sign-off on the AU ABC temporary delivery structure by June 2017</li> </ul>
	<ul style="list-style-type: none"> <li>Engage external partners to staff temporary delivery support structure to facilitate implementation of the strategic plan through secondments or direct sourcing</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the delivery capabilities of the AU ABC</li> </ul>	<ul style="list-style-type: none"> <li>Temporary delivery structure fully staffed by December 2017</li> </ul>

# Logical framework (22/23)



## Strategy Axes IV

### Strengthened institutional capacity of the Board and the Secretariat

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>a Strengthen the technical capacity of the Secretariat</b>	<ul style="list-style-type: none"> <li>Conduct role-specific skills gaps analysis and audit for all AU-ABC Secretariat staff and Board members</li> </ul>	<ul style="list-style-type: none"> <li>Identify capabilities gaps with a view towards closing these, thereby enhancing the capabilities of the AU ABC</li> </ul>	<ul style="list-style-type: none"> <li>Engage an external consultant to carry out a skills gap assessment by September 2018</li> <li>Skills gap assessment report and recommendations ready by December 2018</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and operationalize capacity development program to close identified skills gaps for all AU ABC staff</li> </ul>	<ul style="list-style-type: none"> <li>Identify capabilities gaps with a view towards closing these, thereby enhancing the capabilities of the AU ABC</li> </ul>	<ul style="list-style-type: none"> <li>Capacity development plan (based on consultant's recommendations) ready by March 2019</li> <li>Capacity development plan operational by June 2019</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and operationalize an induction program for new Board members to ensure continuity in execution of strategic initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Identify capabilities gaps with a view towards closing these, thereby enhancing the capabilities of the AU ABC</li> </ul>	<ul style="list-style-type: none"> <li>Develop and obtain Board sign-off on a Board induction program by September 2018</li> <li>Operationalize Board induction program by January 2019</li> </ul>

# Logical framework (23/23)



## Strategy Axes IV

### Strengthened institutional capacity of the Board and the Secretariat

Strategic Objectives	Activities	Expected Results	Results Indicators
<b>b Define the governance structure between the Board and the Secretariat</b>	<ul style="list-style-type: none"> <li>Develop and operationalize transition strategy between the outgoing and incoming Boards</li> </ul>	<ul style="list-style-type: none"> <li>Ensure continuous implementation of the AU ABC business as usual activities and strategic initiatives with minimal disruption between Board changes</li> </ul>	<ul style="list-style-type: none"> <li>Board transition plan ready by December 2017</li> <li>Board transition plan operational by January 2018</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a governance structure for planning and reporting between the Advisory Board and the Executive Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>Clearly delineate roles between Board and Secretariat to ensure smooth functioning of the AU ABC</li> </ul>	<ul style="list-style-type: none"> <li>Governance structure between the Advisory Board in place by December 2017</li> </ul>
	<ul style="list-style-type: none"> <li>Define the reporting relationships between the Advisory Board, Executive Secretariat and Department of Political Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the independence of the AU ABC while enhancing the working relationship with the Department of Political Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Reporting relationships structure between the Advisory Board, Executive Secretariat and Department of Political Affairs developed and syndicated with all stakeholders by June 2018</li> </ul>

**END**

2017

# Note Conceptuelle sur Projet 2018 Déclaration de 2018, Année de la Lutte Contre la Corruption en Afrique Thème : « Vaincre la Corruption : Une Option Viable de Transformation De L'Afrique »

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