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**REPORT OF THE SUB-COMMITTEE ON PROGRAMMES
AND CONFERENCES**

A. INTRODUCTION

1. The Permanent Representatives Committee (PRC) Sub-Committee on Programmes and Conferences held its meetings between February and April, 2015. The first meeting took place on 27th February and the second and third took place on 13th March and 17th April, 2015 respectively. The meetings took place at the African Union (AU) Headquarters.

B. ATTENDANCE

2. In totality all the meetings were well attended with each session registering the required quorum of Member States.

3. The Deputy Chairperson attended the meeting of the 13th March, 2015. Representatives from various Departments/Directorates of the Commission also attended these meetings.

C. FIRST SESSION-27TH FEBRUARY, 2015

CONSIDERATION AND ADOPTION OF THE AGENDA

4. The meeting considered and adopted the following agenda:

- a) Opening Remarks by the Chairperson;
- b) Consideration of the of the 2016 Budget Framework Paper;
- c) Any Other Business

D. OPENING REMARKS

5. The meeting was chaired by Her Excellency Diallo Amina Djibo, Ambassador of Niger to Ethiopia who is also Permanent Representative of Niger to the African Union (AU) and the United Nations Economic Commission for Africa (UNECA). The Chairperson introduced the Agenda items, recalled the context in which the Budget Framework paper was being discussed and, emphasized that there was need to harmonize the activities of the Commission with the current Strategic Plan and Agenda 2063. The Chairperson also highlighted the problems that the Commission faced during 2014 especially relating to funding. She pointed out that the Commission, Organs as well as Regional Economic Communities (RECs) faced financial problems during 2014 largely due to reliance on partner funding and that this needed to be addressed, especially in the context of Alternative Sources of Funding. She also highlighted the potential challenges in 2015 especially in the area of peace, security, instability and democracy. She pointed out that out of the 14 elections scheduled for 2015 ten were considered risky. The Chairperson also outlined the effects of Ebola on the continent's economies and commended efforts by the AU in addressing the situation. She also noted that the issue of procurement needed to be addressed to enhance efficiency in the Commission. The Chairperson then called on the Commission to introduce the Budget Framework document.

6. On behalf of the Commission, the Director of Strategic Policy Planning, Monitoring and Evaluation and Resource Mobilization (SPPMERM) introduced the paper, explaining that the 2016 Budget Framework Paper was unique as it set out the priorities of the AU as a whole, i.e. including Organs. He explained that the 2016 Budget Framework Paper was the first step in the 2016 budget preparation process. He elaborated that the Budget Framework Paper outlines priorities for the year and sets direction and the tone/parameters for the budget. He, therefore, explained that the purpose of the 2016 Budget Framework Paper was to outline priorities of the union for 2016. He further pointed out that the paper had been prepared in collaboration with all Directors. The Director also mentioned that under the new Financial Rules and Regulations (FRR) the Budget Framework Paper was also discussed by the Internal Budget Committee comprising the Commission and Heads of Organs. He then gave an overview of the structure of the paper pointing out that the paper would analyse the social and economic trends as well as present achievements for 2014, expectations for 2015 and most of all priorities for 2016.

E. PRESENTATION OF THE 2015 BUDGET FRAMEWORK PAPER

7. The Head of Policy Analysis and Research introduced the paper elaborating that it presented the priorities of the Union for 2016 in line with the 2014-2017 AUC Strategic Plan and the Constitutive mandates of the AU Organs. He gave highlights of the achievements and challenges for 2014; anticipated results for 2015; priorities for 2016 for each of the seven outcomes in the Strategic Plan of the Commission. He also outlined the 2014 achievements and challenges, anticipated results for 2015 and 2016 priorities for each of the AU Organs.

F. COMMENTS AND OBSERVATIONS BY MEMBER STATES

8. Member States commented as follows:

- a) In the ensuing discussions, Member States urged that, the Commission should focus on the priorities for 2016 and put less emphasis on 2014 and 2015; suggesting that various parts of the document could be reduced/made shorter;
- b) In relation to gender and women in particular, the Commission was advised to emphasize the role of women (who are sometimes marginalised) in negotiations and in conflict situations and urged the Commission to reflect/include the role of Community leaders, Civil Society Organisations, the Youth and Academia in enhancing peace and security on the continent;
- c) The role of the media in the sensitization of African citizens should also be adequately captured; noting the fact that the African citizens did not know much about the AU;
- d) Member States requested that they should be informed of income generated by the Commission from some of its services;

- e) With regard to Agenda 2063, Member States called for more popularization of the Agenda on the continent.
- f) Regarding the establishment of Pan African Financial Institutions, in particular the African Monetary Fund, Member States questioned why the fund had not yet commenced operations;
- g) Regarding the issue of late payment of assessed contributions by Member States, it was noted that the Commission was partly to blame for failure to send invoices to Member States in good time. The Commission was urged to send invoices out in Oct-Nov (of the year preceding the implementing year) instead of January of the implementing year;
- h) In relation to the Alternative Sources of Financing, it was noted that, the paper had not adequately addressed the issue of how the alternative sources of financing would be managed, the timeline and other operational details of the fund;
- i) In relation to the meetings held between the Commission and the Development Partners, and the Financing Agreements signed between the two parties, Member States requested that these should be shared with them. They also requested that they be briefed on the amounts of money received from Partners and also that they should be involved in the negotiations at all levels for a better appreciation of such agreements and also that Member States should be involved at negotiation and reporting levels;
- j) On the issues of the Strategic Plan, an explanation was sought as to whether the Strategic Plans of NEPAD and PAP had been adopted and the meeting also wanted to know when the Strategic Plans of other Organs would be ready.

G. RESPONSES BY THE COMMISSION

9. Explanations were given in response to some of the questions and comments made, but in general, it was agreed that the Commission would be given more time to address the issues raised at the next meeting, while considering the revised draft Budget Framework Paper.

10. On the issue of the African Institute of Statistics and the Cameroon Training Centre, the Commission undertook to include them in the paper as priorities.

11. Responding to the issue of women empowerment, the Commission indicated that this was a cross-cutting issue which would be captured by all departments, in addition to the programmes being implemented by WGDD.

12. The Commission undertook to take into consideration the views and suggestions from Member States

H. SECOND SESSION – 13TH MARCH, 2015

CONSIDERATION AND ADOPTION OF THE AGENDA

13. The meeting considered and adopted the following agenda:

- a) Opening Remarks by the Chairperson;
- b) Adoption of the Agenda;
- c) Consideration of the Report of the Previous Meeting;
- d) Consideration of the 2016 Budget Framework Paper;
- e) Any Other Business.

I. OPENING REMARKS

14. The meeting was chaired by Her Excellency Diallo Amina Djibo. The Chairperson recalled the context in which the meeting was being held, saying that during the previous meeting, the Commission had been asked to, among other things, shorten/summarise the draft Budget Framework Paper and that this had been done. She also pointed out that the PRC Sub Committee had made pertinent recommendations for inclusion in the document and that some of these had largely been taken into consideration. She requested the Sub-Committee to focus more on the 2016 priorities in order to give the Commission a go ahead with the rest of the work on the budget. She then introduced the Agenda, and it was adopted without amendments.

15. In his remarks at the meeting, the Deputy Chairperson thanked Member States for the work they were doing and assured them that their observations would be incorporated. He urged the meeting to take enough time to consider the document. He informed the meeting that the Commission was continuously working on the document to make it even shorter while taking into account all the recommendations/observations made by the Member States. He reminded the Member States that the Budget Framework Paper was for the AU and not AUC only.

16. In response to concerns expressed earlier regarding the absence of information on some of the Organs, he assured the meeting that such information would be made available. The Deputy Chairperson also urged the Member States to critically look at the priorities and targets proposed and review their suitability. He also emphasised that under the new Financial Rules and Regulations (FRRs), the Internal Budget Committee had been created to coordinate the planning and budgeting processes within the Union.

J. CONSIDERATION OF THE REVISED 2016 BUDGET FRAMEWORK PAPER

17. After agreeing on the modalities of work, Member States made comments and observations on the document as follows:

K. GENERAL COMMENTS:

18. Member States made the following general comments:

- a) On alternative sources of funding, Member States also sought clarification on the working modalities for the Alternative Sources of Funding.
- b) Member States sought clarification on the Medium Term Expenditure Framework and whether or not the Commission had already adopted the three year/ Medium Term budget, and if not already adopted, when the Commission expected to adopt it;
- c) Member States noted that there was not much information on Agenda 2063 in the document and therefore requested that this be provided. This would include the Aspirations as well as the flagship projects.
- d) Member States also commented on the lack of clear strategies to popularize Agenda 2063 and urged the Commission to promptly and formally disseminate the final version of Agenda 2063 as well as the Commission's Strategic Plan.
- e) Member States also commented on the lack of reliable statistics. It was noted that AUC and the Economic Commission for Africa (ECA) both lacked strong statistical laboratories and as such the document made no reference to any statistics from ECA and only used references from the World Bank and other sources. The Commission was urged to use detailed analysis data generated from African institutions (precise and current) to help fathom the situation and to inform strategies/plans. The Commission was therefore advised to devise strategies to rectify this apparent weakness;
- f) the Commission was asked to be clear on the importance of beneficiation on the continent, and to ensure that Africa was in control of its resources;
- g) Member States pointed out the importance of the single currency to the success of the CFTA and the need to harmonise the continent's currencies (Africa currently has over 50 currencies);
- h) Member States suggested to the Commission to add the following risks:
 - i) External risks—where sanctions imposed by external forces impact on the Union's operations, an example in point was the when Sudan could not pay its assessed contributions because it could not transfer the payment to the Commission due to sanctions; ii) Terrorism -- because events happening in one part of the continent had the potential to negatively impact the whole continent.

L. RESPONSES BY THE COMMISSION:

19. The Commission made the following responses:

- i) The Commission agreed to incorporate more information on Alternative Sources of Funding;
- ii) In response to the comment made that the priorities indicated in the Budget Framework Paper showed no strong link to Agenda 2063, the Commission explained that the 2016 budget is essentially based on the Strategic Plan but also reflected some priorities in Agenda 2063 and the First 10 Year Implementation Plan. The Commission further pointed out that, in the revised draft of the document would contain more information on Agenda 2063. The Commission also reminded the meeting that the First 10 Year Implementation Plan will be approved in June 2015, and therefore, the Strategic Plan should remain a key reference document for now;
- iii) On the issue of statistics, the Commission agreed that indeed statistics was a problem and that as such, a number of initiatives were already underway to try to deal with this issue, hence the decision to set up a Pan African Institute of Statistics in Tunisia and a training Institute for Statisticians in Ivory Coast. Other on-going efforts to strengthen this area include; the Charter of Statistics, already ratified by 21 Member States; efforts to develop definition and guidelines for statistics development, an initiative that would make it easier to compare data across states/countries in Africa. With regard to operationalizing alternative sources of funding, Member States emphasized the need to outline modalities and institutional arrangements to enable the operationalization process.
- iv) Member States requested for more information on the High Speed Train which is one of the flagship projects in Agenda 2063;
- v) Recognizing the critical role of the private sector in economic development, Member States requested the Commission to emphasize the importance of Public Private Partnerships (PPP);
- vi) Member States requested that issues of economic transformation, industrialization and inclusive growth should be given special emphasis in the light of its impact on growth and job creation;
- vii) To include a section that captures the High Speed Train and other Agenda 2063 Flagship projects, since Flagship projects have already been endorsed by the Policy Organs.
- viii) Member States observed that the Commission had outlined risks but had not presented risk mitigation strategies and as such urged the Commission to include a section on Risk Mitigation Strategies/Instruments in the document;
- ix) Member States advised the Commission to devise strategies to encourage Member States to ratify various Charters and Protocols.

M. RESPONSES BY THE COMMISSION

20. Explanations were given in response to some of the questions and comments as follows:

- i) On whether or not, the Commission had already adopted the Medium Term Planning (Medium Term Expenditure Framework), the Commission explained that it had not done the three- year budget because funding, mainly from partners, was only coming on a yearly basis and partners could not commit funds for more than one year. However, with predictable resources from the alternative sources of funding, the MTEF could now be adopted;
- ii) With regard to the popularisation of Agenda 2063, the Commission pointed out that efforts were underway to domesticate Agenda 2063 into Member States and RECs plans. In this context, the Commission had convened a workshop in Lusaka, Zambia, to discuss modalities for domestication. The Commission also explained that popularisation of Agenda 2063 was a priority under Outcome 6 in the Budget Framework Paper which deals with Communication.
- iii) Commenting on low implementation rates, the Commission explained that this was due to, among other things, late receipt of funds from both Member States and Partners. For example, by end of September 2014, only 50 percent of the required funding had been received thereby, affecting implementation rate;
- iv) With regard to modalities of implementation for Alternative Sources of Funding, the Commission pointed out that efforts were underway to address this issue and that, as such an Ad-hoc Committee of Ministers would meet to discuss the scale of assessment.
- v) With regard to African financial institutions, the Commission informed the meeting that 16 countries had signed the Statutes for the African Investment Bank which will be hosted by Libya. The Commission further indicated that 13 ratifications would be needed for the statute to come into force. The Commission further indicated that the three African financial institutes would be included in the 2016 priorities;
- vi) With regard to mitigation measures, the Commission undertook to include them in the document;
- vii) On the progress of the establishment of the African Central Bank and the other Monetary Institutions (African Monetary Fund and African Investment Bank), the Commission explained that to date, 16 countries have signed the statute and 12 have ratified the instrument for the bank to come into force;

- viii) The Commission also informed the meeting that it was working with Central Bank Governors to adopt the strategy on one currency. The Commission further pointed out that the African Monetary Fund document has been adopted and once established could act as a clearing house for the various national currencies;
- ix) On the issue of high cost of remittances and the current efforts deployed to reduce the cost, the Commission took note, explaining that the African Institute of Remittances had already been established and this would be reflected in the document; further, the Commission would spearhead efforts to create opportunities where the diaspora can securely invest, e.g. bonds;
- x) Commission also agreed to put more emphasis on connectivity as key to the success of the CFTA;
- xi) With regard to the High Speed Train, the Commission informed the meeting that the train would facilitate the integration of the continent. The Commission also pointed out that Memorandum of Understanding had already been signed with China which will finance the project. Furthermore, a technical meeting was taking place in South Africa to discuss technical modalities of the project.

N. THIRD SESSION 17TH APRIL, 2015

O. CONSIDERATION AND ADOPTION OF THE AGENDA

21. The meeting considered and adopted the following agenda

- a) Welcome Remarks by the Chairperson of the Sub-committee;
- b) Adoption of the Agenda;
- c) Adoption of the Report of the PRC sub-Committee on Programmes and Conferences meeting held on 13th March 2015;
- d) Any other business.

P. OPENING REMARKS

22. The meeting was chaired by Her Excellency Diallo Amina Djibo. The Chairperson apologized for calling the meeting on a Friday afternoon but stated that it was because of lack of interpreters and availability of rooms. She recalled the context in which the meeting was being held, saying that during the previous meeting, the Commission had been asked to, among other things, improve and review the draft Budget Framework Paper and that this was done. She requested the Sub-Committee to consider the documents before them and adopt them. She further explained that after the adoption of the report a separate report would be prepared for submission to PRC.

Q. GENERAL COMMENTS:

23. Member States made the following general comments:

- a) Member states thanked the Commission for addressing all the issues that were raised during the previous meeting;
- b) On the Issue of alternative sources of funding, the meeting expressed concern that the committee on assessed contributions had not met as per the decision of the Summit and this therefore made it difficult to make any commitments on the matter with respect to the 2016 budget. However, there was general agreement on the need to find appropriate mechanisms to operationalise the scheme;
- c) The meeting noted that given the magnitude of issues surrounding the budget it would be preferable to prepare the budget a year in advance;
- d) Member States expressed the need to properly schedule meetings to avoid having too many meetings at the same time and thus emphasized the need to coordinate with the Office of the Secretary General of the Commission in this regard;
- e) Member States also noted that the AUC strategic plan 2014-2017 did not anticipate the African Union Agenda 2063 and that it was therefore important to look for additional sources of funding for Agenda 2063;
- f) Member states noted that the Budget Framework Paper should not focus on figures since its primary purpose was to provide policy direction for the Union;
- g) Member States also requested the Commission to link outcome 7 with the already ongoing process of AU restructuring;
- h) The meeting expressed concern that the African Union Advisory Board on Corruption which was supposed to provide oversight function on corruption had itself been compromised.

R. RESPONSES BY THE COMMISSION:

24. The Commission made the following responses:

- i) The Commission took note of the fact that the committee tasked by the Assembly to look at the Member States assessed contributions had not met, but also noted that it was still important to outline what the Commission would do in 2016 with regard to alternative sources of funding with a view to reaching finality on the matter. The Commission undertook to refer to the decision on alternative source of funding in the Budget Framework Paper;

- ii) Emphasis was also made that the success of the Commission would depend on the successful implementation of the Alternative Sources of funding initiative;
- iii) The Commission also took note of the proposal by Member States to have the Budget presented a year in advance in order to allow for adequate consultations. This, it was noted, was in line with the Medium Term Expenditure Framework (MTEF) which would effectively come on stream during the implementation of the alternative sources of funding;
- iv) On the issue of funding Agenda 2063, the commission informed the meeting that the 10 year implementation plan would explore various means of mobilizing funds such as holding round table/donor conferences with the African business sector;
- v) The Commission further informed the meeting that in addition to the restructuring exercise there were other initiatives taking place aimed at improving the operational efficiency of the Commission and Organs such as the International Public Sector Accounting Standards (IPSAS) and the Planning, Monitoring and Evaluation (PME) Review;
- vi) With regard to the AU Advisory Board on Corruption the Commission informed Member States that administrative actions were being undertaken to correct the situation.

S. Any Other Business

25. Member States observed that there was need to observe cordial working modalities between the Commission and Member States especially with regard to setting of dates and times for meetings and respecting sensitivities. Considering the importance of this matter the meeting agreed that it should be discussed at PRC level.

T. ADOPTION OF REPORT

26. The sub-committee adopted its report regarding the 2016 Budget Framework Paper subject to the reformulation of paragraph 9 (d) regarding Alternative Sources of Funding.

27. The priorities in the Budget Framework Paper are based Africa's needs as well as on the decision by AU policy organs to declare 2016 as the year of Human Rights, with special focus on the rights of women. The priorities are also being presented in the context of Agenda 2063 which is the overall development framework that will determine content and direction of the continent in the next 50 years.

The 2016 Priorities are summarised as follows:

Outcome 1: Peace and stability, good governance, democracy and human rights as foundations for development and stable societies promoted

28. In order to achieve this Outcome, the Union will undertake the following:
- a) Support Observer missions to elections planned for 2016 as part of entrenching democracy through transparent and peaceful elections;
 - b) Advocate for a culture of constitutionalism and rule of law with a view to redressing the problem of unconstitutional changes of government;
 - c) Inculcate a culture of peace among the continent's populace aimed at supporting the Silencing of the Guns by 2020;
 - d) Strengthen and enhance institutional capacity of African states in public service delivery at all levels of the state, including decentralisation, anti-corruption and governance of natural resources;
 - e) Promotion and protection of human and peoples' rights and development of the African Union Transitional Justice Policy Framework;
 - f) Respond to African humanitarian crisis situations and strive for durable solution to forced displacement on the continent;
 - g) Operationalise the five clusters of the African Governance Architecture and the architecture's dialogue and consultative Platform and ensuring its synergy with the African Peace and Security Architecture and the African Peer Review Mechanism (APRM);
 - h) The Union will continue to work through its Liaison Offices to implement post-conflict initiatives aimed at promoting reconciliation, early recovery and stabilization efforts in line with the 6 pillars of the Post-Conflict Reconstruction and Development (PCRD) policy. Member States capacities will also be built through Security Sector Reforms and Disarmament, Demobilization and Reintegration programmes;
 - i) In mainstreaming gender in area of peace and security, the Commission will continue to develop effective strategies and mechanisms for women's increased participation in promoting peace and security on the continent, and enhanced protection in conflict and post conflict situations. The Commission will also enhance coordination and programming in this area by the AUC, the UN, RECs/RMs, INGO, CSOs and other multi-lateral and bi-lateral partners working on these issues in Africa;
 - j) Enhance the capacity of Peace and Security Council (PSC) to deal with peace and security issues will remain one of the priority areas of the Commission. Specifically, the role of the PSC as the major pillar of the APSA, dealing with the promotion of peace, security and stability in

Africa will be consolidated. The implementation of the AU Plan of Action on Drug Control and Crime Prevention promoted.

Outcome 2: Policies and institutions for sustainable development, increased agricultural production, food and nutrition security, expanded value addition and market access, and sound environmental and natural resource management implemented.

29. In order to achieve this Outcome, the Union will:

- a) The priorities identified for 2016 aim to respond to the need for supporting and facilitating Member States to put in place mechanisms to expedite implementation of the 2014 Malabo commitments on agricultural transformation as well as systems of tracking of progress and review. In this respect, the Union will support Member States to implement CAADP priority programmes including animal resources as an instrument to boost agricultural production and productivity for food security and nutrition and reducing poverty. Among others, the Union will support local ownership and leadership to champion the inclusive agricultural growth and transformation agenda and developing effective partnerships to enhance coordination alignment and mutual accountability for results.
- b) Support and monitor enhancement of agribusiness including access to productive resources and capacity of women and youth.
- c) The Union will facilitate the provision of necessary resources that ensure priority programs on environment and natural resources are implemented. To do this, the Union will facilitate in strengthening governance and management of land, water and other natural resources through implementation of initiatives for climate change and desertification, biodiversity, disaster risk reduction, land and forestry, etc.
- d) Gender Climate Agriculture Support Programmes is implemented.
- e) Value addition of intra-regional fish trade in food security in Africa is promoted.

Outcome 3: Infrastructure development and environment for inclusive economic development, industrialization, private sector-led intra-African Trade and sustainable utilization of natural resources created

30. In order to achieve the above Outcome, the following actions will be undertaken

- a) Develop and promote trade policies and the CFTA negotiations facilitated as well as Improved coordination of Africa engagement in multilateral and regional trade negotiations.

- b) Validate and implement the AU Commodity Strategy which will result in some Member States adopting policies in line with the recommendations. This will result in Africa gradually reducing its dependence on the export of raw materials, and mitigating against their vulnerability to commodity price changes through economic diversification inter alia.
- c) Provide technical advisory services to Member States in the areas of mining contract negotiations, domestication of the Africa Mining Vision, policies to address the needs of artisanal and small scale mining, etc. The African Minerals Development Centre (AMDC) will be established and operationalized also in 2016.
- d) Work with RECs to Implement projects identified in the Action Plan for the Accelerated Industrial Development of Africa (AIDA) as mandated by the AU Ministers of Industry.
- e) Support efforts by member states to implement Trade Facilitation Measures within the Framework of the BIAT and WTO.
- f) Develop policies for sustainable utilization of the continent's mineral through industrial development and strengthening of SMEs with a focus on women and youth in priority sectors of Agribusiness, Pharmaceuticals and Mining.
- g) The Union will continue to improve private sector engagement and business climate in Africa in order to boost investment and trade within Africa and beyond especially through encouraging Public Private Partnerships (PPPs).
- h) Support connectivity, reliability and cost-effectiveness of transport and tourism networks and services in the continent as vehicles for enhanced intra-African Trade, among others..
- i) Increase access to modern energy for Africa's socio-economic development.
- j) Support efforts to create an enabling and favorable environment for the intra-African interconnectivity and the development of e-applications and services.
- k) Support implementation of PIDA with particular reference to the Service Delivery Mechanism to promote early project preparation and the functioning of the Continental Business Network on Infrastructure Financing.
- l) Support the establishment of the African Union Institute for Statistics which will be based in Tunis (Tunisia) and the Pan African Training Center on Statistics which will be based in Yamoussoukro (Cote d'ivoire) aimed at strengthening the capability of AU member states (i) to collect,

analyse and disseminate statistics; and (ii) to produce timely and high quality statistics that can be utilised for economic and social development planning; as well as supporting the implementation of Agenda 2063 and creating centres of excellence in statistics in Africa.

- m) Implement the African Charter on Statistics and the Strategy for the Harmonisation of Statistics in Africa (SHaSA).

Outcome 4: Policies and Programmes to enhance health, education and employable skills underpinned by investment in services, science, research and innovation implemented by Member States

31. In order to achieve the above Outcome, the Union will facilitate the following:

- i. Promote key policies and programmes on utilization of outer-space for socio economic development. In 2016, the Union will assist with the popularization and promote implementation of the African Space Policy and Strategy. This will include creation of an AUC space programmatic platform to coordinate the African space programmes;
- ii. Facilitate the implementation of the 10-year Science Technology and Innovation Strategy for Africa (STISA-2024) to accelerate Africa's transition to an innovation led and knowledge based economy. The AU will, among others, establish and put into operation the Pan-African Science, Technology and Innovation (STI) Institutions namely PAIPO, ASRIC and fully functionalize the AOSTI;
- iii. Promote the operationalization of the ten-year Continental Education Strategy. This will include advocacy and technical support for its integration in national and regional development plans; implementation of the higher education programs (scholarship, mobility, harmonization and quality assurance); teacher development programs and the operationalization of IPED and CIEFFA;
- iv. The Pan African University (PAU) will have all the 5 institutes operational, including the Space Science in South Africa, and establishment of 10 centres for the institutes. The PAU Rectorate will be operationalized in Cameroon.
- v. Development and implementation of the Instruments for the implementation of the the African e-University and the pan African E-network;
- vi. Implement a youth development pact in line with the African Youth Charter and priority 5 of the Commission, and Agenda 2063; operationalization of 10 AU TVET Reference centers based in all five regions of the continent in line with the 2013 AU TVET strategy;
- vii. Key Policies and Programmes on Primary Health Care and Prevention, as well as African Regional Nutrition Strategy promoted and supported

- capacity for surveillance, detection and response to disease outbreaks and threats to public health strengthened;
- viii. Policies and Programmes for Social security and protection of vulnerable groups especially children and persons living with disabilities, as well as for Migrant Workers promoted and strengthened;
- ix. Programmes and policies on Youth and Women employment promoted and implemented.

Outcome 5: Strategies for resource mobilization, including alternative and additional sources of funding, to enable Africa to finance its programmes and development in place

- a) In 2016, the Union will focus on establishing mechanisms domestic resource mobilisation, including Alternative Sources of funding in order to provide predictable and sustainable implementation of AU development priorities as defined in Agenda 2063 and the Post 2015 Development Agenda and in line with the Summit Decision on Alternative Sources of Funding.

Outcome 6: An AU that communicates with and engages Member States/Stakeholders in defining and implementing the African Agenda

32. In order to achieve this outcome, the Union will facilitate the following:

- a) Positioning the Agenda 2063 in the minds of AU internal and external audiences by correctly establishing what the Agenda 2063 is, and what it should be known for. (Think Agenda 2063 and you think “the Africa we want”).
- b) Reinforce a more vibrant, positively visible and ‘People Centred African Union through an active communication and advocacy strategy around “human rights”.
- c) Establish an effective and operational AU Communication Structure.
- d) Support Implementation of Legacy Projects (African Diaspora Volunteer Programme; Africa Diaspora Skills Data Base; Africa Diaspora Investment Funds and Marketplace for African Development.
- e) Provide support to the operations of ECOSOCC to enable ECOSOCC popularise and encourage the domestication of Agenda 2063 in Member States civil society.
- f) Within the Ten Years Implementation Plan, ECOSOCC priorities for 2016 would include “among others”:
 - Establishment of ECOSOCC sub-organs to activate sectorial cluster committees as key operational mechanisms.
 - Set the pace for ECOSOCC to commence its field operations in earnest to support AU policies, programs and activities. In the same vain, there should be a big support from the AU and Member States to set up the ECOSOCC National Chapter aiming to support and assist the Union to reach and mobilize Civil Society Community in favor of AU programmes and activities in the five Pillars.

- AU is expected to provide support to the operations of ECOSOCC to enable the organ to effectively lead, popularize and encourage the process of domestication of Agenda 2063 in Member States

Outcome 7: Institutional capacities of the AUC improved, and relations with RECs, AU Organs and with strategic and other partners strengthened

33. The Union through its Organs will continue to focus on its strategic direction to make its institutions: technology-led and continue to attract and sustain manpower and finally improve efficiency. AU faces the challenge of competitiveness, losing its skilled Human Resources to other organisations. Looking at totality of the way AU does business, one major challenge is efficiency in implementing our integration agenda, and must continue to interrogate the instruments we use. In this regard the Union will:

- a) Enhance corporate governance and management to promote and sustain a culture of accountability and responsibility;
- b) Drive performance and operational efficiency within the Commission;
- c) Coordinate the implementation of the Ten Year Implementation Plan on Agenda 2063;
- d) Promote synergies with AU organs and RECs for improved efficiency and effectiveness;
- e) Improve financial management system to provide transparent accounting and better donor reporting through the operationalization of SAP Grant Management Module;
- f) Ensure an IPSAS compliant African Union for enhanced financial reporting and greater accountability. Operationalise the SAP Public Budget formulation solution module to enhance Results Based Budgeting (RBB);
- g) Carry out systems oriented compliance and financial audits and increase number of performance/ value for money audits;
- h) Streamlining of Administration and Human Resources Development (AHRMD) services to enhance operational efficiency and enable AUC to deliver on its mandate;
- i) Implement process improvement initiatives to reduce operational cost and sustain a culture of excellence;
- j) Develop & implement a set of capability building solutions to enable AU Leaders and staff to effectively deliver on the mandate of the Organization;

- k) Full operationalization (across all AU Organs) of the new enhanced Planning, Monitoring, Evaluation and Reporting system;
- l) Optimisation of the Knowledge Management Portal;
- m) Put in place measures to enhance of the legal capacity of the AU Commission, in order to improve its operational efficiency;
- n) Ensure harmonious and smooth working relationships with Member States and all AU Organs as Focal point within the Commission in its role as Secretariat of the Union;
- o) Enhance inter-departmental and directorate coordination;
- p) Mainstream gender in AU institutions;
- q) Provide adequate technical services to the Commission, PRC, Executive Council and Assembly in their activities and meetings, in coordination with all Commission structures;
- r) Implement Multi Agency AU-NEPAD Capacity Development (CD) Support Programme for RECs based on the implementation plan 2015-2025 and pilot launch of AU Transformative Leadership programme in Africa with relevant regional organizations;
- s) In 2016 the Union will conduct an inclusive review and assessment of all existing functions and positions at all levels, their relationship and their impact on the achievements of the goals of the AU. This will lead to the implementation of a dynamic, lean and actionable organizational structure that will drive the AU 10 Year Implementation plan of the Agenda 2063;
- t) In order to deliver on mandates, the Union will promote and drive performance and operational efficiency within the Union institutions. To do this, it will put in place measures to improve, on a continuous basis, the performance and operational efficiency of AU institutions in terms of finance, human resources and administration, legal, strategic planning, internal audit, conference, medical, protocol and all services in the Commission, through bench marking and adoption of International Best Practices;
- u) The Union will also establish an AU Center of Excellence Academy that will assist with developing and implementing a set of capability capacities solutions to enable the AU Organ leaders and staff to effectively deliver on the mandate of the organization. The institute will also open its doors to Member States, especially in areas of measurement and evaluation;
- v) Synergies with AU organs and RECs for improved efficiency and effectiveness is promoted.

S. AFRICAN UNION ORGANS 2016 PRIORITIES

New Partnership for Africa's Development (NEPAD)

1. In the year 2016 and in furtherance of its mandate enshrined in the 14th AU Assembly Decision, the NEPAD Agency will continue to focus on the core functions, namely to:

- a) Facilitate and coordinate the implementation of Africa's priority regional/continental programmes and projects;
- b) Mobilize partners and resources in support of the implementation of programmes and projects;
- c) Monitor and evaluate the implementation of programmes and projects;
- d) Conduct and coordinate research and knowledge management;
- e) Advocate on the vision, mission and core values of the AU and NEPAD Programme.

AFRICAN COURT ON HUMAN AND PEOPLES RIGHTS (AfCHPR)

2. Policy Priorities For The Year 2016 would be:

- a) Continuation with the Court's Promotional Programme to ensure more ratifications and declarations are realised.
- b) Bench-marking exchange visits/learning with the other Regional Courts (European Court and Inter-American Court).
- c) Conduct a Conference for all regional and continental Courts.
- d) Provide a concrete institutional framework within the AU for the effective management of cases and implementation of the decisions/judgements of the court;
- e) Modernize the case management processes of the Court and move towards an e-case management system;
- f) Improve the IT skills of Judges and staff of the Court to effectively manage the e-case management system;
- g) Establish *a legal aid system for the Court.*

AFRICAN UNION ADVISORY BOARD ON CORRUPTION

3. The main objective is to make the Board, the Secretariat and the Convention, visible, audible, credible, engaged and present in, ultimately, all the African countries as well as in relation to regional organization. In 2016, priority will be the following:

- a) Strengthening the capacity of the Board to deliver on its mandate;
- b) Mobilisation of funds for future AUABC popularisation activities.

4. Board meetings will also be undertaken timely as per the statutes of the Organ. The AU Advisory Board on Corruption (AUABC) will also participate in the following activities:

- i) AU Summit;
- ii) Meetings with the Commission Departments;
- iii) Conference with UNDC member States;
- iv) International Association of Anti-Corruption Bureaus (IAACA) Conference.

AFRICAN COMMISSION ON HUMAN AND PEOPLES RIGHTS (ACHPR)

5. To ensure compliance with the African Charter on Human and Peoples' Rights and other human rights instruments, in 2016, the ACHPR will prioritize the following:

- Engage Member States on the status of human rights on the continent with a view to establishing the progress that has been made, the challenges that still remain, the prospects for the future, and what needs to be done;
- Improve the litigation skills of legal staff of the Commission;
- Improve the Document and Information Management System;
- Expedite the consideration of State Reports and human rights complaints received by the Commission;
- Develop a mechanism for the effective follow up on the implementation of the recommendations and decisions of the Commission;
- Continuation of the Commission's core mandate.

AFRICAN UNION COMMISSION ON INTERNATIONAL LAW (AUCIL)

6. AUCIL priorities for 2016 will focus on:

- a) The Goals and Priorities of Agenda 2063 as developed in the First Ten Year Plan.

- b) The AUCIL will continue its activities in the field of Codification and Progressive Development of International Law, as well as, dissemination of international law in Africa with particular focus on the Goals and Priorities of Agenda 2063.

THE AFRICAN COMMITTEE OF EXPERTS ON THE RIGHTS AND WELFARE OF THE CHILD (ACERWC)

7. The Committee priorities in 2016 focus on achieving the following goals:

- a) Political Commitment and National Ownership of the Charter;
- b) Enabling legal and policy environment at Country-level;
- c) Accelerated Progress towards Children's Rights.

THE PAN AFRICAN PARLIAMENT (PAP)

8. The year 2016 marks the third budget that falls under the ambit of the PAP Strategic Plan 2014-2017. The structure of the plan, whose six (6) priority domains of intervention are formulated in the form of strategic objectives continue throughout the period covered by the Plan. The 6 strategic objectives are:

- a) Strengthen parliamentary legislative functions of the PAP;
- b) Provide a platform to mainstream African voices and those in the Diaspora into the AU Policy Making Process;
- c) Promote Human rights, Democracy and Good Governance in Africa;
- d) Promote Peace, Security and Stability;
- e) Promote Integration and Development in Africa;
- f) Strengthen the institutional capacities of the PAP;

T OTHER RECOMMENDATIONS

In addition to recommending the adoption of the Budget Framework Paper to the PRC the Sub-Committee also made the following recommendations for adoption by the PRC:

Alternative Sources of Funding

- 1) The issue of Alternative sources of funding generated a lot of debate and the meeting agreed to appeal to the PRC to encourage the Sub-Committee on assessment to meet and discuss the modalities as per the Summit Decision with a view to providing guidance on the matter

Popularisation and Domestication of Agenda 2063

- 2) The meeting recommended that more efforts need to be done to popularise and domesticate Agenda 2063 at national and regional level

The Role of Women

- 3) Take special efforts to enhance the role of women (who are sometimes marginalised) in negotiations and in conflict situations and reflect/include the role of Community leaders, Civil Society Organisations, the Youth and Academia in enhancing peace and security on the continent;

Late payment of assessed contributions

- 4) Late payment of assessed contributions by Member States, it was noted that the Commission was partly to blame for failure to send invoices to Member States in good time. It is therefore recommended that invoices of assessed contributions should be sent to Member States in Oct-Nov of the year preceding the implementing year instead of January of the implementing year.

The need for improved statistics in Africa for Policy Making

- 5) It is recommended that all efforts should be made to operationalise the statistics institutions in Tunisia and Cote d'Ivoire.

Meetings with Partners

- 6) It is recommended that Member States be briefed on the amounts of money received from Partners and also that they should be involved in the negotiations at all levels for a better appreciation of such agreements.

Ratifications

- 7) It is recommended that the Commission makes special efforts to encourage member States to ratify various legal instruments in order to facilitate implementation of Union activities.

Sub-Committee Meetings

- 8) It is recommended that a schedule of quarterly meetings for all sub-committees should be prepared to allow for proper coordination of meetings.

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