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STRATEGIC PLAN 2014 – 2017
FOR THE AFRICAN UNION COMMISSION

The African Union Commission

Final Draft Strategic Plan 2014-2017

May 2013

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Preface

I am pleased to present the African Union Commission Strategic Plan 2014-2017.The Plan constitutes the framework that outlines the overall priorities of the Commission for the four year period, and provides guidance for program formulation and prioritization. It provides space for AUC to play its facilitating role, especially, with respect to policy and strategy setting, coordination and catalyzing Africa's socio-economic and integration agenda, consensus building and advocacy, experience and information sharing. It seeks to establish the basis for creating the continental public goods and the enabling conditions necessary for peace, security, political stability and growth.

The AU is in the process of developing a 50 year African Agenda and Union-wide Strategic Framework in order to provide greater coherence in the actions and initiatives of the African Union, its organs and those of key stakeholders and partners (RECs, NPCA, Member States, civil society and private sector, etc). The Union-wide plan, in addition to creating better synergies and collaboration, is expected to enhance impacts on the ground. The Commission's strategic plan will be adjusted to take account of the directions charted by the Union-wide plan once it is approved by the AU Policy Organs.

This Strategic Plan comes at a seminal point in the history of the African Continent. The year 2013 marks the 50th anniversary of the founding of the Organization for African Unity (OAU) in 1963, while 2012 marked the first decade of the establishment of the African Union (AU) as the successor to the OAU, as well as the setting up of the African Union Commission. Over this period the world and Africa have witnessed momentous developments. Africa is making steady and rapid progress in economic growth, social development and democratization, development of human capital and fostering peace and stability. Many of the gains made have elements of sustainability, and capacities and capabilities are required to reinforce the path to progress and self-reliance.

In spite of the many challenges, there are notable improvements in the economic and political governance systems on the continent, and there are opportunities for Africa to make the robust growth African economies realized in recent years, more inclusive and jobs-oriented, especially for Women and Youth, and to have greater impact on poverty elimination. The continental integration process is being fast-tracked with the aim of putting in place a Continental Free Trade Area by 2017, but we realize the need to boost intra-African trade and turn it into opportunities for growth, employment and development

Conflicts have diminished substantially and peace, security and security are on the upswing, although persistent fragility and new security threats, including the drugs trade, terrorism and tensions over borders remain a major concern. Broad gains are been made on the democratic front, with an increasing number of elections that are free and fair.

The continent has registered significant advances in primary education, as well as with respect to women's political representation. The challenge that remains is to achieve economic empowerment and boost tertiary education, science, technology and innovation. Capacities are needed for Africa to turn its challenges into opportunities for broad economic development through implementation of policies on product and export diversification; natural resource management; investments in human capital development, science, technology and innovation; and infrastructure development.

The work of the Commission is driven by the belief that the African dream of an integrated continent offering secure, decent livelihoods and the free movement of people, goods and services is not only achievable but can be done in a shorter timeframe. Thus there is a new sense of urgency on the need to accelerate concrete actions to realize the African Union vision.

Our overall goal is to a***ccelerate progress towards an integrated, prosperous and inclusive Africa, at peace with itself, playing a dynamic role in the continental and global arena, effectively driven by an accountable, efficient and responsive Commission.*** Over the four years of the Strategic Plan period, the Commission will seek

to accelerate progress towards a stable, peaceful, prosperous and integrated Africa within a good governance environment, while paying particular attention to women, youth and other marginalized and vulnerable groups. The Commission will work to build a People-centered Union through active communication of the programs of the African Union, the branding of the Union and participation of all stakeholders, including those in the Diaspora, in defining and implementing the African agenda. Priority will also be given to the strengthening of the institutional capacity of the AUC, and enhancing relations with the RECs and other organs, and with strategic and other partners.

As a Commission we are therefore focused on addressing eight key priorities which this strategic plan has translated into concrete and annualized targets in the following key areas that impact directly on the welfare, lives and livelihoods of Africans in all works of life:

1. Human capacity development focussing on health, education, science, research, technology and innovation;
2. Agriculture and agro processing;
3. Inclusive economic development through industrialisation, infrastructure development, agriculture and trade and investment;
4. Peace, stability and good governance;
5. Mainstreaming women and youth into all our activities;
6. Resource mobilisation;
7. Building a people-centred Union through active communication and branding; and
8. Strengthening the institutional capacity of the Union and all its organs.

This strategic plan represents a turning point in the way the Commission plans, budgets, implements and monitors its work. The plan is fully results-based and focused on delivering concrete and clearly measurable targets, and the annualized targets represent the deliverables the Commission is accountable for on a yearly basis. By adopting this approach, we are further consolidating the shift to a results-based / performance management culture. . All of the above are supported by a robust implementation arrangement and Monitoring and Evaluation framework.

We therefore should use the opportunity of this new Strategic Plan to focus dialogue between the Commission and the AU Policy Organs on deliverables rather than activities. The targets set put emphasis on implementation of existing frameworks, policies, and legal instruments in order to attain the strategic plan goal and the Commission's commitment of facilitating the accelerated attainment of the AU Vision

The plan also provides clarity of roles and responsibilities, not only internally between AUC departments but also with respect to external actors (other AU Organs, NPCA, RECs, Member States, and cooperating partners).As with any plan, the right set of conditions must be in place to guarantee success. We have highlighted a set of enablers that all must work together to put in place: AU organs, Member States, national institutions and organizations, the Commission, partners, etc. We shall deploy special efforts, starting with popularizing the plan, to increase the visibility of our work to African citizens and we count on Member States to help in this process.

Finally, I note with satisfaction the excellent teamwork and the high degree of participation that has characterized the strategic plan development process. The plan is truly the fruit of a collaborative effort and the hard work of many contributors; AU organs, RECs, Commission's technical departments, etc. I take this opportunity to express my gratitude for their efforts and inputs. I would like to single out in particular the Member States through the Permanent Representatives Committee and the Executive Council for the role they have played. Our engagement with them has enriched the strategic plan and made it more focused, responsive, realistic and achievable than it would otherwise have been. You have our deepest appreciation.

Dr. Nkosazana Dlamini Zuma
Chairperson

Executive Summary

INTRODUCTION

1. The African Union is charged with spearheading Africa's rapid integration, prosperity and sustainable development by promoting political and economic unity, solidarity, cohesion and cooperation among the peoples of Africa and African States, as well as developing new partnerships worldwide.

2. The launchingof the AU marked a significant chapter in the history of the continent in that its vision and objectives focused very much on "people -centred development" and a transformative agenda. The AU Vision is to: "build an integrated, prosperous and peaceful Africa, an Africa driven and managed by its own citizensand representing a dynamic force in the international arena". The objectives of the Union are to:

- Accelerate the political and socio-economic integration of the continent;
- Promote peace and security and stability on the continent;
- Promote democratic principles and institutions, popular participation and good governance;
- Promote sustainable development at the economic, social and cultural levels; and
- Coordinate and harmonize the policies between the existing and future Regional Economic Communities for the gradual attainment of the objectives of the Union.

3. These objectives are guided by principles of the Constitutive Act, including the principle of gender equality and people centred values.

4. The AU Commission has, over the past decade, developed and implemented two successive strategic plans (2004 – 2007 Strategic Framework of the Commission of the African Union and the Strategic Plan 2009 – 2012). The Commission's Third Strategic Plan (2014-2017) has been prepared to guide the interventions and programs of the AUC in the medium term.

5. The review of the implementation of the 2nd AUC Strategic Plan identified one of the main gaps in its implementation as sub-optimal impact of the Commission's interventions due to the fact that most of its actions are focused on achieving outputs (seminars, studies, conferences, legal instruments, etc.) and not outcomes. While generating many important outputs, the lack of focus on outcomes at country and sub-regional level and inadequate capacity to track these outcomes at country level were identified as a key shortcoming. The Plan had been characterized as overambitious, with limited prioritization, vague and impractical strategies, as well as, limited distinctions between strategies and expected results (objectives outside of the AUC remit, no measurable outcomes). The lack of implementation plans had led to inattention to details and, often, to the promotion of duplication of efforts. These lessons have been taken into account in the preparation of the 2014-2017 Strategic Plan, particularly in development of a more elaborate results framework and in clarifying roles and responsibilities of key actors and stakeholders; internally as well as externally.

6. The timing of the third Strategic Plan of the Commission coincides with the decision to develop a 50 year African Agenda 2063 in order to provide greater coherence in the actions and initiatives of the African Union, its organs and those of key stakeholders and partners (RECs, NPCA, Member States, civil society and private sector, etc). The Agenda 2063, in addition to creating better synergies and collaboration, is expected to enhance impacts on the ground. Although the two plans are being developed in tandem, it is expected that the AUC Strategic Plan will be adjusted to take account of the strategic directions charted by the Agenda 2063 once it is approved by the AU Policy

Organs. The Commission has therefore made efforts to clarify its niche and this is reflected in the programme priorities identified.

Overview of Key Issues and Challenges

7. The image of Africa at the start of the 21st century was a continent sensationalized in the media as a place of coups, famines and corruption, also largely under-represented in global forums, marginalized in global negotiations, debates and decision-making processes. But the continent has since seen its fortunes change for the better, with improvements in the economic and political governance systems. Peace and stability have been restored in many parts of the continent and the conflicts that prevailed in the decade of the 1990s have diminished significantly.

8. Situational Analysis of Africa today reveals that the continent has made steady progress across a broad front, spanning economic growth, social development and democratization, development of human capital and fostering peace and stability.

9. However, notwithstanding these gains, significant challenges lie ahead:

- The impressive economic growth registered by African countries over the past decade has not been inclusive and has been commodity driven, although there is now significant growth in the consumer sector;
- The growth has not created sufficient jobs, especially for Women and Youth, and has not translated into substantial poverty elimination;
- Income inequalities have increased;
- There has been a process of de-industrialization, declining agriculture productivity, lack offood security and self sufficiency;
- Conflicts have diminished substantially and peace, security and security are on the upswing, but persistent fragility and new security threats, including the drugs trade, fundamentalism, terrorism, piracy and extremism, and tensions over borders remain a major concern;
- Broad gains are been made on the democratic front, with an increasing number of elections that are free and fair. However, democratization and good governance face many challenges, including corruption and rule of law;
- Human resource capacities are generally low although there are significant advances in primary education. The continent lags significantly behind other regions with respect to Science, technology and Innovation;
- The continent has registered significant advances with respect to women's political representation as well as parity in primary education but lag behind in economic empowerment and in tertiary education;
- Despite the majority of peace and security concerns occurring on the continent, Africa continues to lack its permanent representation at the UN Security Council;
- The continental integration process is being fast-tracked with the aim of putting in place a Continental Free Trade Area by 2017, but much remains to be done;
- Intra-African trade faces serious obstacles and stands at 10-12per cent representing a lost opportunity for growth, employment and development.

10. Much will depend on the policy directions African countries will adopt in response to changing conditions and drivers of change in the coming decades.

11. For the continent to prosper, be on a positive trajectory Africa needs to among other things to:

- Accelerate continental integration process including infrastructure development and strengthen intra-African trade;

- Enhance agricultural productivity and put in measures to address chronic food and nutrition insecurity, as well as address environmental and natural resource challenges, in particular climate change;
- Strengthen economic and political governance systems, enhance democracy, rule of law and good governance;
- Devise strategies to exploit its vast comparative advantages in raw materials (including by adding value) to foster and consolidate growth and address income inequalities, joblessness and consolidate peace and security;
- Develop human capital;
- Put in place policies and frameworks to improve the welfare of its citizens.
- Consolidate peace and security
- Provide developmental support to small and fragile States

12. The bulk of the efforts needed rests with member-states. But regional and continental bodies such as the RECs and the African Union Commission (AUC) have an important facilitating role especially with respect to:

- Policy and strategy setting;
- Coordination and catalyzing socio-economic and integration agenda;
- Consensus building and advocacy;
- Experience and information sharing; and
- Setting the framework and putting in place the enabling conditions necessary for peace, security, political stability and growth – i.e. the creation of continental and regional public goods

Overview of the Strategic Plan Development Process

13. The strategic plan development process has been fully participatory and has drawn upon inputs internally from departments and all units of the Commission, as well as from Member States and external stakeholders. To ensure this, the following processes have followed;

- A review of the Strategic Plan 2009-2012 in February 2012;
- A workshop on the AUC 2014-2017 Strategic Plan was convened 19-20 September 2012;
- The workshop, over and above AUC Directors, also involved representatives from the RECs, other AU organs, and the NPCA;
- Among other things, the workshop reviewed the pillar configuration and proposed 5 Pillars as opposed to 4 in the previous Strategic Plan. The modified Pillar configuration is as follows:
  - ✓ Peace & Security;
  - ✓ Social, Economic & Human Development;
  - ✓ Integration, Cooperation & Partnerships;
  - ✓ Shared Values;
  - ✓ Institutions, Capacity Building and Communication.
- The workshop recommendations were endorsed by the Commission;
- Thereafter, inputs were sought from all departments and divisions into the process, and these were used to formulate a results framework containing outcomes, outputs, strategies, actions and indicators;
- Draft 1 of the AUC Strategic Plan 2014-2017 was presented to a joint meeting of Commissioners and Directors on 12 December 2012;

- At that meeting, the Commission provided guidance that the Strategic plan should be developed on the basis of 8 priorities identified during a retreat held in DebreZeit (24-26 November 2012), that helped to frame the overall goal of the strategic plan and the specific objectives for the period 2014-2017;
- Following the joint Commissioners and Directors meeting held on 12th December 2012, a revised Draft 2 was prepared;

14. A core part of the Strategic Plan are the annualized targets representing the deliverables the Commission is accountable for on a yearly basis, and which would drive the annual planning and budgeting processes. By adopting this approach, the Commission is further consolidating the shift to a results-based / performance management culture. In this regard, the plan provides an opportunity to focus dialogue with the AU Policy Organs on deliverables rather than activities. The targets set put emphasis on facilitating implementation of existing frameworks, policies, and legal instruments in order to attain the strategic plan goal and the Commission's commitment of facilitating the accelerated attainment of the AU Vision. All of the above are supported by a robust implementation arrangement and M&E framework;

15. The plan also provides clarity of roles and responsibilities, not only internally between AUC departments but also for other actors (other AU Organs, NPCA, RECs, Member States, and Cooperating Partners) around five areas:

- ✓ Program Design
- ✓ Resource Mobilization
- ✓ Implementation
- ✓ M&E and Reporting
- ✓ Communication, Advocacy and Outreach for each of the priorities

SWOT Analysis of the African Union Commission

16. In order for the Commission to position itself to implement this Plan, a SWOT analysis has been conducted to identify its strengths and opportunities to be fully utilised, weakness that needs to be addressed in order to improve efficiency and effectiveness, as well as, threats for proper actions. The results of this analysis, combined with the assessment of the implementation of the Strategic Plan 2009-2012 are tabulated below

Strengths	**Weakness**
• Improving global profile • Growing capacity to convene continental agenda-setting meetings • Determination of Commission's leadership to positive change • Coordination of African Peace and Security Architecture • Staff diversity in terms of culture, expertise and background • Adequate physical infrastructure	• Weak and non-responsive service delivery • Inadequate organizational structural arrangements (Maputo) • Unsupportive organizational culture/ attitudinal behavior – weak collaboration (silos mentality, lack of team work, resistance to change etc.) • A predominantly activity based mentality (Results Based Management is yet to take root) • Noncompliance with Staff Rules and Regulations Unmotivated staff • Shortage of staff • Lack of In-house training • Dependency on expertise from outside the

	Commission • Lack of respect for time and meeting deadlines • Absence of robust monitoring and evaluation framework • Duplication of effort within the Commission and with NEPAD and RECs • Poor and delayed reporting • Weak implementation of Decisions and programs • Inability to organize and present reasonable in-house data • Resistance to change • High staff turn over • Lack of sustainable funding • Lack of clear focus/limited prioritization in programme design/implementation
Opportunities	**Threats**
• Steady economic growth • Goodwill of the 54 Member States to build a strong Union • Need for Africa's increasing ability to speak with one voice on key international issues • Goodwill by Development Partners to support the Commission's programs • Growing Africa's experience to solve its own problems • New strategic partnerships for Africa • Collaboration with NPCA, and other AU Organs, RECs and Regional Mechanisms (to support the mandate) • A general sense of Pan Africanism • Availability of professional support from Pan African organizations such as the AfDB and UNECA • Good governance through APRM • African Youth's readiness to participate in	• Overdependence on Development Partners for program budget(Lack of sustainable funding) • The perception of the Commission as a non-value adding organisation • Poor visibility of both the Union and the Commission • Late payment of Member States contributions • Climate change, • Limited commodities • Youth unemployment • Conflicts • Fundamentalism • Terrorism and extremism • Africa's Inadequate representation in the UN Security Council • Lack of Member States to implement AU Decisions, Resolutions and Treaties • Lack coordination among African groups in i.e. New

continental developmental and humanitarian efforts	York, Geneva, Brussels, etc • Lack of Member States full adhesion to AU Treaties • Re-emergence of coup d'etat

OVERVIEW OF THE STRATEGIC PLAN

17. The Strategic Plan 2014-2017 document consists of four parts and seven chapters as follows:

PART I: INTRODUCTION, BACKGROUND, AND ACHIEVEMENTS & LESSONS: covers the Introduction, Background and Context; and situates the new Strategic Plan within the overall context of the work of the Union. It also treats the Achievements and Lessons Learnt: it synthesizes the progress made in implementation of the AUC Second Strategic Plan and the Lessons and the organizational development of the Commission.

PART II: SITUATIONAL ANALYSIS/STRATEGIC PLAN CONTEXT: presents the Situational Analysis/Strategic Plan Context which examines the external environment – developments on the African continent, issues and related challenges –which have informed the priorities identified in the plan.

PART III: THE STRATEGIC PLAN: represents the core of the document and presents the Strategic Plan 2014-2017 covering the foundations of the strategic plan and outlines the overall goal, key outcomes, outputs and the strategies and actions to be pursued. This section also lays out the implementation arrangements, the monitoring and evaluation processes and the enabling conditions determining successful implementation of the strategic plan. The section ends with a presentation of the Budget and Financing Arrangements; it presents the overall programme budget and the financing arrangements and the overall Conclusions.

PART IV: ANNEXES: presents the annexes on Programme Budget, Monitoring & Evaluation formats and the Results Matrices.

18. The matrix below summarizes the main elements (the outcomes and main outputs) of the strategic plan, including highlights of its linkages with the AU Vision, as well as the AUC mission, mandate and strategic pillars and priorities of the Commission.

Vision	"An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena"
Mission	To become "an efficient and value-adding institution driving the African integration and development process in close collaboration with African Union Member States, the Regional Economic Communities and African citizens".
Mandate	1. Represent the Union and defend its interests under the guidance of and as mandated by the Assembly and the Executive Council; 2. initiate proposals for consideration by Policy Organs 3. Implementing the decisions taken by Policy Organs 4. Organize and manage the meetings of the Union; 5. Act as the custodian of the Constitutive Act, its protocols, the treaties, legal instruments, decisions adopted by the Union and those inherited from the OAU;. 6. Establish, on the basis of approved programmes, such operational units as it may deem necessary; 7. Coordinate and monitor the implementation of the decisions of the other organs of the Union in close collaboration with the PRC and report regularly to the

	Executive Council; 8. Assist Member States in implementing the Union programmes and policies, including, CSSDCA and NEPAD; 9. Work out draft common positions and coordinating the action of Member-States in international negotiations. 10. Prepare the Union's Programme and Budget for approval by the policy organs. 11. Manage the budgetary and financial resources including the collection of the approved revenue from various sources, establishing fiduciary, reserve and special Funds with the appropriate approvals, and accepting donations and grants that are compatible with the objectives and principles of the Union. 12. Manage the assets and liabilities of the Union according to laid down regulations and procedures; 13. Prepare strategic plans and studies for the consideration of the Executive Council; 14. Take action in the domains of responsibility as may be delegated by the Assembly and the Executive Council. The domains shall include the following: i) control of pandemics; ii) disaster management; iii) international crime and terrorism; iv) environmental management; v) negotiations relating to external trade; vi) negotiations relating to external debt; vii) population, migration, refugees and displaced persons; viii) food security; ix) socio-economic integration; and x) all other areas in which a common position has been established. 15. Mobilize resources and devise appropriate strategies for self-financing, income-generating activities and investment for the Union. 16. Promote integration and socio-economic development 17. Strengthen cooperation and co-ordination of activities between Member States in fields of common interest; 18. Ensure the promotion of peace, democracy, security and stability; 19. Provide operational support to the various organs of the Union. 20. Elaborate, promote, coordinate and harmonize the programs of the Union with those of the Regional Economic Communities. 21. Prepare and submit an Annual Report on the Activities of the Union to the Assembly, the Executive Council and the Parliament 22. Prepare staff Rules and Regulations for approval by the Assembly. 23. Implement the decisions of the Assembly regarding the opening and closing down of sections, administrative or technical offices; 24. Follow up and ensure the application of the Rules of Procedure and Statutes of the organs of the Union; 25. Negotiate, in consultation with the PRC, with the host countries, the Host Agreements of the Union and those of its administrative or technical offices; 26. Build capacity for scientific research and development for enhancing socioeconomic development in the Member States; 27. Strive for the promotion and popularization of the objectives of the Union; 28. Collect and disseminate information on the Union and set up and maintain a reliable database; 29. Ensure the mainstreaming of gender in all programmes and activities of the

	Union; 30. Undertake research on building the Union and on the integration process; 31. Develop capacity, infrastructure and maintenance of intra-continental information and communication technology; and 32. Prepare and submit to the Executive Council for approval, administrative regulations, standing orders and Rules and Regulations for the management of the affairs of the Union and keeping proper books of accounts.
Strategic Pillars of the African Union Commission	1. Peace & Security 2. Social, Economic & Human Development 3. Integration, Cooperation& Partnerships 4. Shared Values 5. Institutions, Capacity Building and Communication
OVERALL GOAL	The overall goal of the strategic plan is to: "Accelerate progress towards an integrated, prosperous and inclusive Africa, at peace with itself, playing a dynamic role in the continental and global arena, effectively driven by an accountable, efficient and responsive Commission**"**
STRATEGIC PRIORITIES AND CONCERNS TO ADDRESS	The priorities that emerge from analysis and internal reflection within the Commission, and which are the focus of the Commission's strategic plan, can be grouped into eight clusters as presented below. 1. Promote peace and stability ,including regional initiatives, good governance, democracy and human right as a foundation for inclusion, security and the development of the continent and its people 2. Expand agricultural production, developing the agro-processing and businesses sectors, increase market access and attain Africa's collective food self-sufficiency and nutrition through promotion of smallholder agriculture, sound environment and natural resource management, including climate change. 3. Promote inclusive economic development and industrialization through the acceleration of infrastructure development projects that will aid economic integration and utilization of the continent's mineral and other natural resources. 4. Build Africa's human capacity through the prioritization of Primary Health Care and Prevention; Education, skills development and investment in science, research and innovation, access to clean water and sanitation with inclusion of the vulnerable groups. 5. Mainstream the participation of women and the youth in all priorities and activities of the Union and the continent 6. Implement strategies of resource mobilization, with special emphasis on alternative source of funding, and/or additional funding to enable Africa to finance its programmes and development. 7. Strengthen a people centered Union through active communication of the programmes of the African Union, the branding of the Union and participation of Member States and other stakeholders in defining and implementing the African agenda.

	8. Strengthen the institutional capacity of the AUC, the RECs and other organs, and its relations with strategic and other partners
OVERVIEW OF THE STRATEGIC PLAN	• Overall Goal and Vision • Eight (8) Priority Areas • Seven (7) Outcomes • Thirty-Five (35) Outputs. • [Avg. 5 Outputs per Priority/Outcome] • One Hundred and Sixty-Eighty (168) Strategies and Actions to Pursue • [Avg. 24 Strategies and Actions per Priority/Outcome • 5 Strategies and Actions per Output] • A Programme Budget of USD 1,119,348,519
	Outcome 1: Peace and stability, good governance, democracy and human rights as foundations for development and stable societies promoted The Commission will work to enhance capacities for Conflict Prevention and Response and Peace Building and strengthen the participation of women, youth (including the AU-YVC) and civil society in peace building, conflict prevention and post-conflict recovery and development. In view of the fragility of post-conflict situations, the Commission will work to enhance post conflict reconstruction and peace building mechanisms The Commission will work to promote Good governance and democracy, including facilitation of the ratification and domestication of legal and Shared Values instruments, including those focusing on the rights of women and youth. Under this outcome, the Commission will work to ensure that Human Rights based on African and universal instruments promoted and protected. Finally, the capacity of the AU to coordinate and respond to humanitarian situations and protect civilians in conflict and disaster zones will be enhanced.
	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 The Commission will strive to ensure that priority programmes of CAADP as an instrument for eliminating hunger and reducing poverty to boost agricultural production and productivity, and improved food and nutrition self-sufficiency are implemented. Similarly, the Commission will support implementation of priority programmes on Environment & Natural Resources are implemented Enhanced access of Women and Youth to Productive resources will be accelerated in order to attain food and nutritional security. Infrastructure for market access, value addition and trade in agricultural products will also be enhanced under this outcome, and programs for the enhancement of Agribusiness will b implemented, and access and capacity of Women and Youth to technology and commercial business model.

	Outcome 3: Infrastructure development and environment for inclusive economic development, industrialization, private sector-led intra-African Trade and sustainable utilization of natural resources created Given that much of the economic growth of the past decades has not led to commensurate reduction in poverty and nor has it been rich in jobs, the Commission will work with MS to promote inclusive growth and poverty reduction and accelerate progress towards attainment of the MDGs. Major efforts will be deployed to also accelerate the Programme for Infrastructure Development in Africa and to enhance access to modern energy service for the majority of the African population. The Commission will work to promote policies and Standards to promote Continental integration promoted and expand Intra-African Trade and global market access. Given the critical role of the private sector, the Commission will strengthen its efforts to improve private sector engagement and Business Climate in Africa. Women and Youth entrepreneurship will be promoted, and bottlenecks for doing business beyond national boundaries and at regional levels addressed. Finally, the Commission will work to ensure that the continent's mineral and other resources are sustainably used and managed.
	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 Under this outcome, the Commission will work with MS and other stakeholders to promote and implement key Policies and Programmes on Primary Health Care and Prevention. Increased domestic investments and strategic partnerships in quality education, skills development and services delivery, in particular for women and the youth will be promoted and scaled-up. Strategic investments in science, research and innovation to improve Africa's Global Competitiveness promoted. And finally social security and protection of vulnerable groups such as children and persons living with disabilities will be enhanced.
	Outcome 5:Strategies for resource mobilization, including alternative and additional sources of funding, to enable Africa to finance its programmes and development in place The Commission will work to ensure that the goal of a financially sustainable and viable Commission is attained, including the finalization and operationalization of the concept of Alternative sources of funding mechanisms .
	Outcome 6: An AUC that communicates with and engages Member States/Stakeholders in defining and implementing the African Agenda The Commission will engage in Active Communication and Branding to improve the visibility of the African Union, including enhancing stakeholder participation in the African Agenda and ensuring that the AU Corporate identity is well-known and owned The Commission will seek to promote and develop Pan-African media and freedom of expression, improve Dissemination, Accessibility and Transparency of Information and build the needed Partnership and Alliance. Finally, the Commission will engage in Elevating, Streamlining, Mainstreaming and liberalizing Communication, and

	ensure that Communications infrastructure is enhanced and management of communications is improved
	Outcome 7: Institutional capacities of the AUC improved, and relations with RECs, AU Organs and with strategic and other partners strengthened Building upon progress made, the Commission will further strengthen the Institutional capacities of the AUC, as well as enhance the relationships with RECs and AU Organs strengthened as well as Strategic and other partners. It will also seek to explore and reactivate the capacity building initiatives agreements it has with Member States so that training for AUC staff and technical support is available when needed.

Implementation Framework and Arrangements

19. The implementation framework for the 2014-2017 Strategic Plan proposes the internal structures to oversee implementation and the linkages between them and their respective roles and responsibilities in planning, monitoring and reporting.

20. The framework aims to improve:

- Accountability: as it clarifies the roles and responsibilities of the various actors and identifies the products to deliver at each level to ensure smooth implementation – cascading to the lowest level
- Vertical integrity and coherence: as it provides an integrated framework that cascades down to the individual staff work plans which will be organically linked to the overall strategic plan. This way, the frameworkwillimprove accountability for delivery at all the levels within the Commission.
- Horizontal coherence: by enhancing inter-departmental collaboration and encouraging joint planning, monitoring and reporting on implementation

21. Internally within the Commission, the following structures with differentiated responsibilities will oversee implementation

Institutional Hierarchy and Responsibilities

22. The Table below provides a summary of the hierarchies within the AU and their assigned roles in the monitoring and evaluation of the plan implementation. The hierarchical level is based on figure --- as presented in section 5.1

Level and Assigned Responsibilities in the M&E Framework

Level	Assigned Responsibilities
Members of the Commission and CEO of NPCA	1. Sets / reviews / approves the annual indicators and targets for the outcomes (macro matrix) 2. Approves annual work plans and budgets 3. Receives / reviews / provides feedback on semi-annual / annual monitoring reports 4. Receives / reviews / approves Mid-Term / End of Plan Implementation Evaluations
Steering Committee	1. Reviews/ approves quarterly indicators and targets for outputs 2. Approves quarterly work plans and budgets 3. Receives / reviews / provides feedback on quarterly monitoring reports

	4. Prepares quarterly progress reports for Commission's consideration 5. Recruits / supervises the work of mid-term and end of plan implementation Consultants 6. Provides oversight to the work of the Technical Cluster Groups
Technical Cluster(s)	1. Develops the annual /quarterly work plan for the Cluster (Outcome) 2. Review progress towards attainment of outputs/outcome on quarterly basis 3. Facilitate the monitoring of quarterly / annual plan implementation 4. Prepares quarterly / annual progress report for the consideration of the steering committee 5. Prepares semi-annual reports with action plans for consideration by the Steering Committee
SPPMERM	1. Acts a the Secretariat for the Steering Committee: • Prepares / integrates quarterly/ semi/annual work plans for validation by the Steering Committee • Prepares / integrates quarterly / semi-annual/ annual monitoring reports for validation by the Steering Committee • Processes the recruitment and supervision of Evaluation Consultants 2. Acts a the Secretariat for the Technical Clusters: • Coordinates / arranges the meetings of the Technical Clusters • Coordinates the preparation of Progress towards the attainment of Outcomes for validation by the Steering Committee 3. Manages the monitoring and evaluation cycle: • Issues guidelines and timelines • Organizes coordinating meetings • Attaches staff to each technical committee for monitoring of indicators / targets including reliability and accuracy of the information provided with respect to the means for verification • Provides technical backstopping to technical clusters/ departments 4. Prepares annual monitoring and evaluation reports
Department/ Divisions/Units	1. Prepares departmental annual/ quarterly work plans and budgets 2. Monitors progress towards the attainment of the outputs by using the means of verification in the results matrix, where appropriate 3. Participates in the deliberations of the Technical Clusters where applicable 4. Prepares departmental monitoring reports/ including monthly activities monitoring

Monitoring & Evaluation

23. The proposed monitoring and evaluation framework is centred on factors: Hierarchy levels within the AU, M&E responsibility appropriate for each level in the hierarchy, and M& E cycle for each M&E action/strategies,

24. The M&E Framework to the Strategic Plan serves four main purposes

- To provide information on quarterly/semi-annual and annual basis to the Commissioners/ Departments on progress towards the level of attainment of plan outcomes and outputs;
- To serve as the platform for revisions/updates for of the outputs/indicators and the targets;
- To enhance evidenced based Commission/Operational level decision making and lastly;
- To link the outcomes/outputs to resources expended – to ascertain the operational efficiency level of the Commission.

Principles

25. The development of the framework for the monitoring and evaluation of the plan is underpinned by four key principles amongst others.

- **Participation**: All the hierarchical levels of the Commission – the Office of the Commissioners, the Departments and the Divisions have been assigned roles to play. The participation by all will ensure that all identifiable entities with the Commission own both the processes and the outcomes of the plan implementation;

- **Transparency**: The formats and processes for the development of the macro / micro results matrix, preparation of the quarterly / annual work plans and the quarterly / annual monitoring processes show openness and support consistent and convergent behavior by all parties;

- **Accountability**: Indicators and targets to be monitored / evaluated are assigned uniquely to departments; within an outcome/output area, there is lead department taking responsibility/providing the leadership in coordination the contribution of inputs from supporting departments. The supporting departments also have indicators and targets assigned to them where appropriate. Making departments accountable for performance will contribute to immensely to the attainment of the plan goal/outcomes/outputs;

- **SMART**: As much as possible all the indicators and their accompanying targets set should be SMART: simple, measurable, achievable, reliable and timely.

26. To remove ambiguities / uncertainties with respect to when each level isexpected to deliver on the roles assigned in the monitoring and evaluation chain, a monitoring cycle has been defined showing the hierarchy level, the deliverables and their due dates is being proposed as part of the plan implementation monitoring framework.

27. Two type of formats – for the preparation of quarterly /annual work plans and the preparation of annual/ quarterly monitoring reports have been provided. Both are linked to the micro results matrixes of the various outputs.

28. For the plan to be successful in achieving its goals and have impact, a number of enabling factors are necessary:

- Key stakeholder institutions on the continent as well as ordinary African citizens must be made aware of the work of the Commission, in order to strengthen their ownership and involvement. Measures to popularize the Strategic Plan should therefore be undertaken, involving press, TV, brochures, etc.;

- The programmes of the Commission must be fully owned by Africa, including the continent progressively playing a bigger role in the financing of these programmes;

- Within the Commission a culture of integrated thinking should be nurtured and strengthened such that the Commission acts one entity in pursuit of the goal and priorities of the Strategic Plan;

- The Commission must move from focusing on predominantly normative work to a more proactive involvement in implementation of many of the complex inter-regional frameworks, policies and programmes: assessments/feasibility studies, design, negotiations/brokering agreements, putting in place governance frameworks, monitoring frameworks, mobilizing resources, etc, so as to accelerate progress towards realization of the continental agenda;

- The Commission must acquire critical capacities and competencies required to advance the continental agenda; the technical complexity of multi-country projects and investment negotiations will require new skills which the Commission must acquire or grow.

Financing Arrangements

29. Three options are proposed as financing arrangements for the 2014-2017 Strategic Plan:

a) Member States: contributions from Member States have supported operational costs and to a limited extent the Commission's programme budget. There is a need for increased contributions of MS to programme budget of the Commission. There is an urgent need to explore new and innovative sources in partnership with governments and the private sector in Member States;

b) Traditional Donors: the Commission's traditional partners have generously provided the bulk of the funding of the Commission's programmes. It is expected that this partnership will continue into the 2014-2017 Strategic Plan and eventually evolve into budget support. However, as a demonstration of ownership of the Commission's priority programmes, Member States will need to assume an incrementally larger share of the program budget;

c) Non-traditional donors: with Africa's trading and investment partners diversifying, it would be important to forge new partnerships with these emerging regions;

d) It will also seek to explore and reactivate the capacity building initiatives agreements it has with Member States so that training for AUC staff and technical support is available when needed.

30. Successful implementation of the Strategic Plan (i.e. Strategies for resource mobilization, including alternative sources of funding, to enable Africa to finance its programmes and development in place) would also contribute to the financing of the Strategic Plan, but more importantly would lay the basis for long-term sustainable funding for realizing the AU vision.

Conclusion

31. The world, including Africa, is undergoing breath taking changes in all spheres of life and African countries will need to embrace this fact, and take charge in order to remain competitive. The African Union Commission as the engine for reaching the Union's vision to "build an integrated, prosperous and peaceful Africa, an Africa driven and managed by its own citizens and representing a dynamic force in the international arena" must therefore be infused with a renewed sense of urgency in its work. There must be a decisive shift in the way the Commission works; a shift from being satisfied with implementing normative functions to proactively supporting accelerated implementation of the continental integration and socio-economic agenda of the continent.

32. There is convincing evidence that the African continent is on a sustainable path that will lead to increased peace, stability, security and prosperity for its citizens. What remains in question is how fast this process can be accelerated to ensure that the AU Vision is attained sooner rather than later.

List of Acronyms

AATF	African Agricultural TechnologyFoundation
ABI	Africa Bioscience Institute
ABS	Africa Biofortified Sorghum
ACBF	African Capacity Building Foundation
ACCES	Africa Climate Change, Environment and Security
ACHPR	African Commission on Human and Peoples' Rights
ACERWC	African Charter on the Rights and Welfare of the Child
ACP	Africa-Caribbean-Pacific
ADIC	African Diagnostic Infrastructure Country
AEC	African Economic Community
AFC	African Film Commission
AFCAC	African Civil Aviation Commission
AFCON	Africa Cup of Nations
AfDB	African Development Bank
AFRISOC	African Information Society
AFS	Africa Foundation Stone
AGA	African Governance Architecture
AGOA	African Growth and Opportunity Act
AGRA	Alliance for a Green revolution in Africa
AGSHA	African Group on the Harmonization of Statistics
AHRM	Administration and Human Resource Management
AHPRC	African Human and Peoples Rights Court
AIDS	Acquired Immune Deficiency Syndrome
AICD	African Infrastructure Country Diagnostic
ALC	Africa Laser Centre
ALICT	African Leadership in ICT
AMCEN	African Ministerial Conference on the Environment
AMCOST	African Ministerial Council on Science and Technology
AMCOW	African Ministers Council on Water
AIMS	African Institute for Mathematical Sciences
AMERT	Africa Monitoring, Evaluation and Reporting Tool
AMESD	African Monitoring of the Environment for Sustainable Development
AMU	Arab Maghreb Union
AOSTI	African Observatory for Science, Technology and Innovation
APAI	African Platform on Access to Information
APF	African Peace Facility
APRM	African Peer Review Mechanism
APROB	Appointment and Promotion Board
APSA	African Peace and Security Architecture
AQIM	Al Qaeda in the Islamic Maghreb
ARIC	African Research and Innovation Council
ARNS	African Regional Nutrition Strategy
ASI	African Solidarity Initiative
ASTI	African Science and Technology Indicators
ATFFND	African Task Force on Food and Nutrition Development

ATM	AIDS, Tuberculosis and Malaria
ATI	Access to information
ATU	African Télécommunications Union
AU	African Union
AUC	African Union Commission
AURES	African Union Electronic. Records System
AUSA	African Union Space Agency
AU-YVC	African Union Youth Volunteer Corps
AWA	AIDS Watch Africa
AWD	African Women's Decade
AYC	African Youth Charter
BCP	Bureau of the Chairperson
BDCP	Bureau of the Deputy Chairperson
BIAT	Boosting intra - African Trade
BMZ	Bundesministerium Fur Wirtschaftliche Zusammenarbeit
BRICS	Brazil, Russia, India, China and South Africa
CAADP	Comprehensive Africa Agriculture Development Programme
CADSP	Common African Defence and Security Policy
CAMI	Conference of Ministers of Industry
CARMMA	Campaign on Accelerated Reduction of Maternal, Newborn and Child Mortality in Africa
CAR	Central African Republic
CCFDHA	Coordinating Committee on Forced Displacement and Humanitarian Action
CEN-SAD	Community of Sahel-Saharan States
CEO	Chief Executive Officer
CEWS	Continental Early Warning System
CFCR	Centre for Constitutional Rights
CFTA	Continental Free Trade Area
CGIAR	Consultative Group on International Agricultural Research
CIDA	Canadian International Development Agency
CIDO	Civil Society and Diaspora
COMESA	Common Market for East and Southern Africa
CPA	Consolidated Plan of Action
CSD	Conference Services Directorate
CSO	Civil Society Organization
CTA	Technical Centre for Agricultural and Rural Cooperation
DBSA	Development Bank of Southern Africa
DCMP	Department of Conference Management and Publications
DEA	Department of Economic Affairs
DFID	Department for International Development
DHRST	Department of Human Resources Science and Technology
DIC	Department ofInformation and Communication
DIE	Department of Infrastructure and Energy
DMS	Department of Medical Services
DPA	Department of Political Affairs
DPO	Disabled People's Organisation
DPOA	Decade of Plan of Action
DPKO	Department of Peacekeeping Operations
DPS	Department of Peace and Security
DRC	Democratic Republic of the Congo
DREA	Department Rural Economy and Agriculture
DRR	Disaster Risk Reduction

DSA	Department of Social Affairs
DTI	Department of Trade and Industry
EAC	East African Community
ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOSOCC	Economic, Social and Cultural Council
ECOWAS	Economic Community of West African States
EU	European Union
EPAs	Economic Partnership Agreements
ERM	Early Response Mechanism
ERP	Enterprise Resource Planning
E&Y	Ernst & Young
FAO	Food and Agriculture Organization
FARA	Forum for Agricultural Research in Africa
FDI	Foreign direct investment
FTA	Free Trade Area
GBV	Gender-Based Violence
GDP	Gross domestic product
GEWE	Gender equality and women's empowerment
GIZ	GesellschaftfürInternationaleZusammenarbeit
GGWSSI	Great Green Wall Programme for the Sahara and Sahel Initiative
GSM	Global System for Mobile Communications
HDI	Human Development Index
HIPC	Highly Indebted Poor Countries
HIV	Human Immunodeficiency Virus
HR	Human Resources
HRST	Human Resources Science and Technology
IAIDA	Infrastructure Development in Africa
IBAR	Inter-African Bureau for Animal Resources
ICBP	Institutional and Capacity Building Program
ICT	Information and Communication Technologies
IFPRI	International Food Policy Research Institute
IG	Inclusive Growth
IGAD	Inter-Governmental Authority for Development
IMIS	Integrated Management Information System
IPA	Innovation Prize for Africa
IPSAS	International Public Sector Accounting Standards
IT	Information technology
ITN	Insecticide-treated Mosquito Nets
JAC	Joint Administrative Committee
JFA	Joint Financing Arrangement
JSSO	Joint Secretariat Support Office
KMS	Knowledge Management System
LDC'S	Least Developed Countries
LC	Legal Counsel
OECD	Organization for Economic Cooperation and Development
OIA	Office of the Internal Auditor
OIE	Organisation for Animal Health
MDR	Multilateral Debt Relief
MDGs	Millennium Development Goals
MFW4A	Making Finance Work for Africa

M&E	Monitoring & Evaluation
MEA	Multilateral Environmental Agreements
MERCUSOR	Mercado ComundelCono Sur
MIP	Minimum Integration Programme
MMR	Maternal mortality rate
MNCH	Maternal, Newborn& Child Health
MOU	Memorandum of Understanding
MS	Member Sates
MSD	Medical Services Directorate
MSMEs	Micro, Small and Medium Enterprises
MTEF	Medium-Term Expenditure Framework
NEPAD	New Partnership for Africa's Development
NGOs	Non-Governmental Organisations
NPCA	NEPAD Planning and Coordinating Agency
OAS	Organization of American States
OAU	Organization of African Unity
ODA	Official Development Assistance
OLC	Office of the Legal Counsel
OECD	Organisation for Economic Co-operation and Development
OER	Open education resources
OIC	Organization of Islamic Cooperation
OXFAM	Oxford Committee for Famine Relief
PACS	Pan-African Cultural Space
PAIC	Pan African Investments Code
PAIPO	Pan African Intellectual Property Organisation
PAMEN	Pan-African Media Network
PAMNET	Pan-African Media Network
PAP	Pan-African Parliament
PAPU	Pan- African Postal Union
PAU	Pan African University
PBA	Programme Based Approach
PBFA	Programming, Budgeting, Financial Management and Accounting
PCRD	Post-Conflict Reconstruction and Development
PHC	Primary Health Care
PIDA	Programme for Infrastructure Development in Africa
PMPA	Pharmaceutical Manufacturing Plan for Africa
PRC	Permanent Representatives' Committee
PSC	Peace and Security Council
PSO	Peace Support Operations
PWDs	Persons with Disabilities
RBM	Results-Based Management
RCC	Regional Consultative Conference
R&D	Research and Development
RECs	Regional Economic Communities
RMCs	Regional member countries
RPPs	Regional Partnership Programmes
SADC	Southern Africa Development Community
SAP	Systems, Applications and Products
SC	Steering Committee
SDGEA	Solemn Declaration on Gender Equality in Africa

SIDS	Small Islands Developing States
SMEs	Small and medium-sized enterprises
SP	Strategic Plan
SPF	Social Policy Framework
SPPME-RM	Strategic Policy Planning, Monitoring, Evaluation and Resource Mobilisation
SPS	Single Payment Scheme
SRHR	Sexual and Reproductive Health and Rights
SROs	Sub-regional Offices of ECA
SSA	Sub-Saharan Africa
STC	Specialized Technical Committees
STEM	Science, Technology, Engineering and Mathematics
STI	Science, Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TB	Tuberculosis
T-FTA	Tripartite FTA (see FTA)
TVET	Technical and Vocational Education and Training
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNAIDS	United Nations Programme on HIV/AIDS
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
UNISDR	United Nations International Strategy for Disaster Reduction
UNSC	United Nations Security Council
UPDEA	Union of Producers, Transporters and Distributors of Electric Power in Africa
UPU	Universal Postal Union
USAID	U.S. Agency for International Development
USA	United States of America
USD	Unites States Dollars
VS	Versus
WB	World Bank
WEF	World Economic Forum
WFP	World Food Programme
WGDD	Women, Gender and Development Directorate
WMO	World Meteorological Organization
WHO	World Health Organization
WTO	World Trade Organization

PART I:

Introduction, Background, Achievements & Lessons

CHAPTER 1: INTRODUCTION, BACKGROUND & CONTEXT

1.1 BACKGROUND AND CONTEXT

33. The African Union is charged with spearheading Africa's rapid integration, prosperity and sustainable development by promoting political and economic unity, solidarity, cohesion and cooperation among the peoples of Africa and African States, as well as developing new partnerships worldwide. The establishment of the AU marked a significant chapter in the history of the continent in that its vision and objectives focused very much on "people - centred development" and a transformative agenda. The AU Vision is to: "**build an integrated, prosperous and peaceful Africa, an Africa driven and managed by its own citizens and representing a dynamic force in the international arena**". The objectives of the Union are to:

- Accelerate the political and socio-economic integration of the continent;
- Promote peace and security and stability on the continent;
- Promote democratic principles and institutions, popular participation and good governance;
- Promote sustainable development at the economic, social and cultural levels; and
- Coordinate and harmonize the policies between the existing and future Regional EconomicCommunities for the gradual attainment of the objectives of the Union.

34. These objectives are guided by principles of the Constitutive Act, including the principle of gender equality and people centred values.

35. In an effort to translate the AU Vision and Objectives into reality, the AU Commission has, over the past decade, developed and implemented two successive strategic plans (2004 – 2007 Strategic Framework of the Commission and the Strategic Plan 2009 – 2012). The Commission's strategic plan 2009-2012 ended in December 2012 and the Commission's Strategic Plan 2014-2017 has been prepared to guide the interventions and programs of the AUC in the medium term. A final review of the 2nd Strategic Plan was conducted during 2012 in which it was noted that progress has been made in a number of areas, and there are useful lessons to be learnt.The report concluded that the AUC Second Strategic Plan was highly relevant and collectively its programs addressed all the issues identified as priorities for Africa under the Constitutive Act. Overall, the Plan overall was considered a sound response to the vision of the Union. The review recognized that the Commission had made a good effort to implement the various programs identified in the Plan. However, the review also revealed that the Plan had the following shortfalls:

- It was over ambitious and had limited prioritisation (18 strategic objectives, 74 strategies, and 91 expected results to be achieved in 4 years);
- It had vague and impractical strategies (most of which were lying outside the remit of the AUC);
- It lacked a detailed implementation plan;
- It paid inadequate attention to the role of other stakeholders of the Union, particularly those responsible for translating outputs delivered by the Commission into outcomes and impacts at the regional and national levels. These Stakeholders include the Regional Economic Communities (RECs), Member States, New Partnership for Africa's Development (NEPAD), Partners, Civil Society Organizations, Academia, think-tanks and the Private Sector.

36. Among the significant achievements in the first decade of existence are the following:

- the socio-economic development plan under the NEPAD umbrella;

- the establishment of the African Peer Review Mechanism (APRM) to strengthen governance and, accountability and reduce impunity;
- the setting up of key organs to underpin the African Union vision, including a Peace and Security Council to manage inter-African conflicts based on negotiations, dialogue and peaceful settlement of disputes.

37. Arising from the above, it was recommended that a new four-year successor African Union Commission Strategic Plan 2014-2017 be developed. It was also recommended that anAfrican Union-wide Plan be developed.

38. In developing the Strategic Plan 2014-2017 efforts have been made to translate the commitment made by the Commission during its Retreat at DebreZeit, Ethiopia (24-26 November 2012), as well as commitments under the Minimum Integration Program (MIP) to set concrete targets for the next four years,so that the AUC can indeed measure whether the process of continental integration, prosperity and peace is being accelerated." This commitment informs the core of the approach taken in developing this plan, including the introduction of annualised targets.

39. The year 2013 marks the 50th anniversary of the founding of the Organization of African Unity (OAU) in 1963, while 2012 marked the first decade of the launching of the African Union (AU) as the successor to the OAU, as well as the setting up of the African Union Commission. Over this period the world and Africa have witnessed momentous developments, with seismic political, economic, social, cultural and technological changes.

40. The Strategic Plan 2014-2017 therefore comes at a seminal point in the history of the African Continent. It affords an opportunity to assess past achievements registered under the two previous strategic plans, and to chart a new medium term course in the quest to attain the vision of the Union. While building on past achievements and consolidating gains made, the Strategic Plan aims to strengthen and accelerate progress towards creating the foundations of an integrated, prosperous, people-centered and peaceful continent that has respect for heritage, cultural and linguistic diversity.

41. The timing of the Strategic Plan 2014-2017 also coincides with the decision to develop a 50 year African Agenda 2063 in order to provide greater coherence in the actions and initiatives of the African Union, its organs and those of key stakeholders and partners (RECs, NPCA, Member States, civil society and private sector, etc). The Agenda 2063, in addition to creating better synergies and collaboration, is expected to enhance impacts on the ground. Although the two plans are being developed in tandem, it is expected that the AUC Strategic Plan 2014-2017 will be adjusted to take account of the strategic directions charted by the Agenda 2063 once it is approved by the AU Policy Organs. The Commission has therefore made efforts to clarify its niche and this is reflected in the programme priorities identified.

42. The 2014-2017 Strategic Plan document consists of four parts and seven chapters as follows:

PART I: INTRODUCTION, BACKGROUND, ACHIEVEMENTS&LESSONS

- **Chapter 1:***Introduction, Background and Context;* situates the new Strategic Plan within the overall context of the work of the Union
- **Chapter 2:***Achievements and Lessons Learnt:* synthesizes the progress made in implementation of the AUC Second Strategic Plan and the Lessons; it also treats the organizational development of the Commission

PART II: SITUATIONAL ANALYSIS/STRATEGIC PLAN CONTEXT

- **Chapter 3:** *Situational Analysis/Strategic Plan Context*: examines the external environment – developments on the African continent, issues and related challenges –which have informed the priorities identified in the plan, and the internal AU Commission environment;

PART III: THE STRATEGIC PLAN

- **Chapter 4:** *The Strategic Plan 2014-2017:* this chapter presents the foundations of the strategic plan and outlines the overall goal, key outcomes, outputs and the strategies and actions to be pursued.
- **Chapter 5:** *Implementation, Monitoring and Evaluation*: lays out the implementation arrangements, the monitoring and evaluation processes and the enabling conditions determining successful implementation of the strategic plan
- **Chapter 6:** *Budget and Financing Arrangements*; presents the overall programme budget and the financing arrangements
- **Chapter 7**: Conclusions

PART IV: ANNEXES

- Annexes on Programme Budget, Monitoring & Evaluation formats and the Results Matrices

43. For each of the outcomes of the Strategic Plan annualized targets, indicators, means of verification, lead/co-lead AUC departments, collaborating departments and external partners have been defined and are presented in the Annexes. These form the basis for planning, implementation and monitoring frameworks and processes, as well as the elaboration of departmental, unit and individual work plans.

44. As a rolling four-year plan, it is expected that the annualized targets will be reviewed and adjusted where necessary to allow the Commission to incorporate emerging needs.

1.2 STRATEGIC PLAN DEVELOPMENT PROCESS

45. The strategic plan development process has been fully participatory and has drawn upon inputs internally from departments and all units of the Commission, as well as Member States and external stakeholders.

46. To ensure this, the following processes have been followed:

- A review of the Strategic Plan 2009-2012 in February 2012;
- A workshop on the AUC 2014-2017 Strategic Plan was convened 19-20 September 2012;
- The workshop, over and above AUC Directors, also involved representatives from the RECs, other AU organs, and the NPCA;
- Among other things, the workshop reviewed the pillar configuration and proposed 5 Pillars as opposed to 4 in the previous Strategic Plan. The modified Pillar configuration is as follows:
  - ✓Peace & Security;
  - ✓Social, Economic & Human Development;
  - ✓Integration, Cooperation & Partnerships;
  - ✓Shared Values;
  - ✓Institutions, Capacity Building and Communication.

- The workshop recommendations were endorsed by the Commission;
- Thereafter, inputs were sought from all departments and divisions into the process, and these were used to formulate a results framework containing outcomes, outputs, strategies, actions and indicators;
- Draft 1 of the AUC Strategic Plan 2014-2017 was presented to a joint meeting of Commissioners and Directors on 12 December 2012;
- At that meeting, the Commission provided guidance that the Strategic plan should be developed on the basis of 8 priorities identified during a retreat held in Debre Zeit (24-26 November 2012), that helped to frame the overall goal of the 2014-2017 Strategic Plan and its specific objectives;
- Following the joint Commissioners and Directors meeting held on 12th December 2012, a revised Draft 2 was prepared;

- The 8 priorities of the Commissionwere taken as the point of departure for the entire exercise;
- A situational analysis to validate the 8 priorities was done, and the key issues and challenges for these priorities was synthesizedThis was also done to provide a context and justification why these priorities are important for the continent;
- The 8 prioritieswere used to drive the goal of the strategic plan, the outcomes, the outputs, strategies and actions;
- The strategies and actions were used to develop a results matrix which shows the indicators over the entire planned period as well as the annualized targets;
- The annualized targets represent the deliverables the Commission is accountable for on a yearly basis, and would also drive the annual planning and budgeting processes;
- By adopting this approach, the Commission is further consolidating the shift to a results-based / performance management culture;
- The Commission would use the opportunity of this new Strategic Plan to focus dialogue with the AU Policy Organs on deliverables rather than activities;
- The targets set put emphasis on implementation of existing frameworks, policies, and legal instruments in order to attain the strategic plan goal and the Commission's commitment of facilitating the accelerated attainment of the AU Vision;
- All of the above are supported by a robust implementation arrangement and M&E framework;
- The plan also provides clarity of roles and responsibilities, not only internally between AUC departments but also external and other actors (other AU Organs, NPCA, RECs, Member States, Cooperating Partners) around five areas:

    - ✓ Program Design;
    - ✓ Resource Mobilization;
    - ✓ Implementation;
    - ✓ M&E and Reporting;
    - ✓ Communication, Advocacy and Outreach for each of the priorities.

- Meetings were organized to solicit inputs from RECs and other AU Organs on.17-18,March 2013, as well as the Commission's partners on April 17-19, 2013;
- Member States through the PRC sub-committee on programmes also had the opportunity to provide inputs into the strategic plan and other stakeholders in March 2013.

47. Following these steps, the Final draft of the Third Strategic Plan was submitted to the 8-9 April, 2013 extraordinary meeting of the AU Executive Committee for Approval.

CHAPTER 2: ACHIEVEMENTS AND LESSONS LEARNT IN IMPLEMENTING THE 2009-2012 AUC STRATEGIC PLAN

48. The African Union Commission has just completed implementation of its Second Strategic Plan spanning the period 2009-2012. As indicated in the preceding chapters, an external independent evaluation was conducted and culminated in the "Review Report on the Implementation of the African Union Commission Strategic Plan 2009-2012". This chapter is entirely based on that report which was adopted by the AU Policy Organs. It reviews the achievements, main lessons from the implementation of the Strategic Plan 2009-2012, and also assesses the institutional development of the Commission as well as progress made in strengthening institutional capacities, processes and systems.

2.1 ACHIEVEMENTS

49. The 2009-2012 Strategic Plan of the African Union Commission was based on four strategic pillars as shown in the box below.

Box 1: The 2009-2012 AUC Strategic Plan:
The Four Strategic Pillars for Program Intervention

I. Peace and Security;
II. Integration, Development and Cooperation;
III. Shared Values, and
IV. Institution and Capacity Building.

50. The report on the review of the 2009-2012 Strategic Plan of the Commission concluded that the Plan was highly relevant and collectively its programs addressed all the issues identified as priorities for Africa under the Constitutive Act. The Plan overall was judged a good response to the vision of the Union of "***an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena***." The review recognized that the Commission had made a good effort to implement the various programs identified. These actions fall under three broad categories: (i) Consensus Building; (ii) Capacity building; and (iii) Regime formation and implementation (development and ratification of legal instruments)[1]. Some of the key Flagship projects implemented by the Commission are presented in Annex 1.

2.1.1 Thematic Programme implementation

51. The African Union is still in its formative stage, but among its significant achievements in the first decade of existence can be listed: the socio-economic development plan under the NEPAD umbrella; the establishment of the African Peer Review Mechanism (APRM) to strengthen governance and accountability and reduce impunity; and the setting up of key organs to underpin the African Union vision, including a Peace and Security Council to manage inter-African conflicts based on negotiations, dialogue and peaceful settlement of disputes. For the AU, a key challenge remains the economic integration of the continent as envisioned in the Abuja treaty, and lack of sustainable funding for the programmes of the Union:

[1] Report of the Review of Implementation of the African Union Commission Strategic Plan 2009-20012

52. ***Peace & Security***: The African Peace and Security Architecture (APSA), whose main Pillar is the Peace and Security Council, Supported by the Continental Early Warning System(CEWS); the African Standby Force (ASF);the Panel of the Wise, and others, has been under implementation since 2004.A Security Sector Reform Policy has been adopted. Progress has also been made in terms of promoting and coordinating a program on Post Conflict Reconstruction and Development and engendering the APSA.

53. ***Development, Integration and cooperation:*** the AUC has taken measures to boost intra-African trade with Ministerial meetings and the dedication of the 18th Ordinary Session of the Assembly to boosting intra African Trade, and fast tracking the establishment of the Continental free trade Area (CFTA) by 2017. Good progress has been registered in advancing the Comprehensive Africa Agriculture Development (CAADP) agenda, in terms of mobilisation of political commitment, supporting the formulation of evidence-based policies and strategies including their harmonization and mobilization of investment resources for implementation as well as in successful implementation of other flagship programmes such as promotion of livestock health and productivity.

54. In the area of Infrastructure, the AUC, in partnership with NPCA, ECA, AfDB, has developed the Program on Infrastructure Development in Africa (PIDA) which covers transport, energy, and telecommunication/ICT and water sectors. Progress was also registered in developing and sustaining human capabilities through increased access to health, education, nutrition, shelter, sanitation and employment. The Commission has set up the Pan African University, established the Mwalimu Nyerere African Union Scholarship Scheme, put in place an African Regional Nutritional Strategy, launched the Campaign on Accelerated Reduction of Maternal, Infant and Child Mortality in Africa (CARMMA), and stepped up follow-up actions regarding the Abuja Call for Accelerated Action Towards Universal Access to HIV/AIDs, TB and Malaria Services and other Infectious Diseases.

55. Youth Development and Women Empowerment has been promoted through the African Youth Charter, a Plan of Action of the Decade for Youth Development in Africa (2009-2018), a program on Youth Empowerment through Non-Formal and Technical and Vocational Education and Training (TVET), and African Women's Decade and Funds for African Women. The African Ministerial Conference on Science and Technology (AMCOST) has been established, including the development of Africa's Science and Technology Consolidated Plan of Action (CPA) and the establishment of African Union Research Grant Program. An African Charter on Statistics was also developed in 2009.

56. To strengthen continental integration, a decision of the Assembly in Banjul in 2006 reduced the number of inter-state bodies recognized as a REC from 16 to 8. This move seeks to promote the rationalization of the RECs, as well as promote the coordination and harmonization of their activities. The AUC has also developed a Minimum Integration Program (MIP) with the RECs and an Action Plan. Areas covered under the MIP include: trade, infrastructure development, free movement of people as well as peace and security, but challenges remain with respect to implementation, and overlaps with other frameworks such as BIAT – thus the need to clarify the way forward.

57. The AUC has established extensive strategic partnerships across the world such as: Africa-India Forum, Africa-South America Partnership, Africa-European Union Partnership, Africa-Turkey Partnership, AUC-Australia Cooperation, AUC-USA Cooperation, Afro-Arab Cooperation, AUC-OIC Secretariat Partnership, AUC-OAS General Secretariat Partnership, Africa-Japan partnerships, Cooperation between the AUC and the Commonwealth Secretariat. Measures taken to promote African Common position in multilateral and regional forums include the development of African Common Position on the EPAs, WTO and AGOA, in close collaboration with the UNECA and other partners. This led to improved coordination and the development of common position during AU-EU dialogue and in the Doha Rounds of Trade negotiations and AU-UN Post 2015, Rio+20 and ICPD beyond 2014 and AU-USA etc.

58. However, enhancing Africa's share of global trade remains a monumental challenge especially with respect to increased exports of value added products, which highlights the nexus between trade policy and industrial policy.In this regard, the AU has endorsed the Action Plan for the Accelerated Industrial Development for Africa (AIDA) as well as the Action Plan for the Africa Mining Vision whichpromotes the harnessing of mineral resources for sustainable development. North-South as well as South-South Partnerships provides an opportunity to implement continental frameworks such as CAADP, PIDA, AIDA, and BIAT in a prioritised and strategic manner.

59. Rinderpest, a disease which has caused havoc among livestock communities, has been eradicated from the World in general and Africa in particular with the internationally recognition of the contributions of the African Union Commission as a whole and the Department of Rural Economy and Agriculture in particular through its Technical Offices, the Inter-African Bureau for Animal Resources (IBAR) and the Pan African Veterinary Vaccine Centre (PANVAC), together with International partners: the OIE, FAO and IAEA, in the realization of this success.

60. Similarly, an African Common Position on Climate Change was developed in 2008, based on which Africa has since been negotiating in international climate change fora with a single voice facilitated by the streamlined coordination mechanism that is in place at technical, ministerial and summit levels. Such an experience was later to serve as a model for Africa to develop common positions which were advanced with a single voice. Together with RECs and partners, institutional mechanisms are in place to enhance Member States capacities in the areas of access to climate information, resilience and preparedness to disaster risk – the establishment in 2012 of African Risk Capacity as a specialised AU agency could be mentioned.

Shared Values

61. The Commission has established the African Governance Architecture and Platform as the overall political and institutional framework for enhancing coordination, interaction and synergies among AU organs, institutions and RECs in promoting good governance and democracy in Africa. The AGA Platform coordinates implementation of AU shared values instruments, review and assessment of compliance with AU norms and provision of technical support to Member states on governance and consolidation of democracy.

62. With regards to the rights-based approach to development, the Commission has put in place a number of instruments, including the Ouagadougou Declaration and Plan of Action on Employment and Poverty Alleviation and the AU Social Policy Framework which provides guidance to member states in the promotion of the rights and ensuring the welfare of marginalized and excluded groups. The African Union has developed a draft Humanitarian Policy Framework, aimed at promoting greater legal preparedness of member-states to overcome regulatory barriers to effective cross-border disaster assistance. The Commission has led efforts todevelop and adopt a Program of Action for the implementation of the Africa Regional Strategy for Disaster Risk Reduction (2006-2015) and the establishment of the *African Risk Capacity project*.

63. The Commission has sought to promote African Cultural Renaissance and the protection of Africa's cultural heritage**.** The AUC has drawn up a Charter for Cultural Renaissance and a Plan of Action for Cultural and Creative Industries, and there are plans to translate the charter into cross-border African languages. In addition, a preliminary feasibility study on the establishment of the Pan African Cultural Institute has been conducted. The objectives of the Pan-African Media Network (PAMEN), which the AUC launched in Cape Town in 2011, include taking steps to rectify the distorted image of Africa. This followed earlier attempts by the Commission, in collaboration with Egypt, to establish Pan African Radio and Television station. An Africa Citizens Directorate, (CIDO), has been established and a Diaspora task team set up.

64. The African Union Youth Volunteer Corps was launched in 2010, under which over 200 young professionals (youths) have been trained for volunteer work and are being deployed in institutions, public sector including the AUC. In furtherance of youth participation and contribution the 17th Ordinary Session of the African Union Heads of State and Government was devoted to the theme '*Accelerating Youth Empowerment for Sustainable Development'***;** and its

decision positioned Africa to deliver as one for youth through a Comparative Statistical database on the status of youth in Africa. Actions have also been taken to promote the ratification and entry into force of all outstanding legal instruments adopted by the Assembly of the Union.

65. Efforts to promote gender mainstreaming led to the adoption of AU Gender Policy in 2009, the declaration by the Assembly of 2010-2020 as the African Women's Decade, the development of the 10 Year Gender Action Plan and Road Map and the location of the Gender Directorate in the Office of the Chairperson of the Commission. Related initiatives include capacity building programs such as "Gender Response Economic Policy Making in Africa", aimed at promoting gender sensitive planning and programming at the national level. Furthermore, AU's commitment to fight gender based violence, as enshrined in the African Charter on Human and Peoples Rights, the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa, the Solemn Declaration on Gender Equality in Africa (SDGEA) and a series of decisions and measures taken over the years, partially accounts for measures several member-states have taken to outlaw gender-based violence, although some cultural practices such as female genital mutilations remains a challenge across the continent.

2.1.2 LESSONS LEARNT

66. Despite the progress outlined above, the review of the implementation of the 2009-2012 AUC Strategic Plan identified one of the main gaps in the implementation as sub-optimal impact of the Commission's interventions due to the fact that most of its actions are focused on achieving outputs (seminars, studies, conferences, legal instruments, etc.) and not outcomes. While admittedly generating many important outputs, the lack of focus on outcomes at country and sub-regional level and iadequate capacity to track these outcomes at country level was identified as a key shortcoming in the way the Commission, designed, implemented and reported on its activities. Part of the problem lay in the fact that inadequate attention was paid to the role of all stakeholders of the Commission, particularly those responsible for translating outputs into outcomes: the RECs, member-states, partners, civil society organizations and the private sector. The review recommends that program design should in the future take into account the whole picture - the full **results chain** - in order to strengthen impact on the ground.

67. It was also observed that the Plan had been overambitious, with limited prioritization, vague and impractical strategies, as well as, limited distinctions between strategies and expected results (objectives outside of the AUC remit, no measurable outcomes). The lack of implementation plans had led to inattention to details and, often, to the promotion of duplication of efforts.
The challenges identified for the development of the AUC Strategic Plan 2014-2017 were consequently as follows:

- Demonstrate impact on the ground rather than report on the legal instruments that have been signed or workshops and conferences that have been convened;
- Need to shift emphasis from simple outputs alone to outcomes that have impact at the regional and country level;
- Need to articulate AUC outputs into the wider AU organ map to drive results;
- Need SMART objectives for the AUC, and a coherent articulations between all levels of activity framework (priorities/outcomes/outputs/strategies and actions;
- Need to demonstrate transparent, efficient and prudent utilization of resources to mobilize additional financial resources from Member States and development and strategic partners.

68. These lessons have been taken into account in the preparation of the 2014-2017 Strategic Plan, particularly in development of a more elaborate results framework and in clarifying roles and responsibilities of key actors and stakeholders; internally as well as externally.

2.2 Organizational Development of the Commission

69. The Commission has made progress with respect to its institutional and organizational improvements which haveresulted in an enhancement of its systems and processes for planning, budgeting, monitoring and evaluation; and partnership between the Commission and its donors.

70. There has been a qualitative improvement in the Commission's systems, and planning, budgeting, monitoring and evaluation processes. The Commission has adopted a results-based management and accountability approach to its work (RBM). When fully institutionalized, RBM will ensure greater efficiency and effectiveness in the management of the Commission's human and financial resources to attain organizational goals.

71. Strategic *Planning Capacity is being strengthened*: the Commission initiated a number of reforms in the areas of strategic planning. The logical framework approach introduced in 2009 as tool for planning continued to gain grounds among users in the following years to 2012. The use of the tool culminated into departments of the AU Commission and other AU Organs being able to focus towards tangible results aimed at making a difference on the African Continent. Carefully selected performance indicators were introduced during the second Strategic Plan period, which helpedto track implementation progress at, especially, the AU Commission level.. In addition to improved planning at departmental level, a Medium Term Expenditure Framework (MTEF) has been introduced and is under implementation by the Commission. However, the department lacks key personnel in the core policy analysis, planning, monitoring and reporting functions. Out of the 15 staff currently performing these functions only 6 are regular staff, representing 40 per cent, while the rest are short term staff supported with funding from partners.

72. *There is* Enhanced *Program Monitoring and Evaluation*: The AMERT (African Monitoring, Evaluation and Reporting Tool) an on-line web-based system accessible to all departments is now operational with modules for planning, monitoring and reporting. Program officers at AU Commission Headquarters and Regional Offices havebeen trained on the use of AMERT.

73. Much progress has been made in improving administration and human resources management.

- Human Resources Management: new Staff Rules and Regulations were adopted in July 2011; administrative management committees have been setup to provide direction on workforce Strategy, HR program development, and strengthening organizational oversight. The most important are the APROB (Appointment and Promotion Board) and JAC (Joint Administrative Committee) to have clean and updated administrative policies to align them with AU mandate.
- Management Information system: the IT team has upgraded the system to an acceptable level. For example AUC has a secure and reliable data centre supporting all IT services such as email and high speed internet access; IMIS SAP ERP - system controls, cost savings, reduction of process times and wait times.
- Facility Management: Electronic Document Management-AURES - open space to change the work environment.
- Procurement, Travel and Store: a Procurement manual meeting international standards; weekly meeting of Tender Board Committee.
- Security and Safety there is on-going physical security system-firewall.

74. During the Commission's 2nd Strategic Plan, the Programme, Budget, Finance and Accounting (PBFA) Directorate led the AU Commission's process of modernization of the accounting system under the Institutional and Capacity Building Program (ICBP). Measures for an accrual-based accounting system were commenced in January 2009 and the financial statement prepared for the year ended 2009 and thereafter has complied to an extent with internationally accepted accounting standards on modified accrual basis. The work on modernizing the accounting system is not yet complete. Achieving a fully integrated IT system takes time and as a result accrual-based accounting system will continue to be developed until full compliance with IPSAS accounting standards is accomplished in 2015. There has been an improvement in the quality of accounting information and controls;

however, the overall internal control environment, financial reporting and risk management framework needs to be improved in order to bring it the level of analogous organizations.

75. *Strengthened Partnership between the Commission and its Main Partners:* The Commission has forged important working and strategic relationships with a variety of development partners which is reflected in increased funding support for the Commission's work. Key among these is the European Union and some of its member states (e.g. UK, Germany, France, Spain, Denmark and Sweden). Partnership with the EU and its member-states is realized through the EU-Africa Joint Strategy adopted at the 2nd Africa-EU Summit, held in Lisbon in December 2007. Important non-EU partners include USA, China and Canada.

76. The partners of the AU provide significant human, technical and financial resources for the implementation of the programs of the Commission. Over the 2ndStrategic Plan period, estimates put development partners' contribution to the Program Budget of the AUC at over 90per cent. The overdependence on donor funds for programs raises questions of ownership, independence and control, which must be addressed by Member States.

77. Increased donor confidence in the Commission's systems, management practices, planning and budgeting processes has triggered moves for better donor coordination and harmonization, but the goal of full budget support remains elusive. Currently, Joint Financing Arrangements (JFA) has been agreed between the Commission and some of its partners which marks an important step in streamlining and coordinating donor inputs and reducing transaction costs, and prepares the ground for the Commission to receive budget support for the programmes.

78. Despite progress made in the institutional development of the Commission, there are a number of key outstanding issues for the reform agenda. These include institutionalizing RBM along with performance management and accountability; change management; implementation of the recommendations of the Audit Report of the High Level Panel of 2007, the implementation of the recommendations and further steps that need to be taken to improve the comprehensive mandate (Adedeji Panel, Ernest &Young Institutional assessment and other reform initiatives).

79. The Commission also identified the following areas of institutional improvement that should be strengthened:

a) Working relationships with the PRC and other policy organs and the RECs and Member States;
b) The AUC's internal system through such tools as the Result Based Management (RBM), Integrated Management Information Systems(IMIS), Africa Monitoring, Evaluation and Reporting(AMERT), the Knowledge Management System (KMS), E-Recruitment, e.t.c. and processes to more effectively fulfil its mandate and ensure accountability, transparency, high performance and operational efficiency;
c) Strategic and other Partnerships;
d) Stakeholder management towards building a people-centred Union;
e) Internal coordination within the Commission.

80. Significant strides have been made in increasing visibility and awareness of the AU as well as its symbols at a continental and international level, through example, AU branding campaign, media liaison, setting up of media-center, widespread dissemination of information and public relation activities.Efforts are underway to raise awareness of the AU symbols such as the flag, anthem and the logo through a well-coordinated branding strategy.

81. The Commission must also improve service delivery. The service departments of the Commission (AHRM, PBFA, MSD,DCMP, and Protocol Services Division) also face a number of challenges despite progress made.

a) Analysis indicates that the Administration and Human Resources Management (AHRM) Directorate is currently confronted by three main strategic challenges:

- Insufficient customer-oriented approach. The department still performs as a service provider and considers the stakeholders as "users" and not as "customers". The consequences of this behaviour are: implementation delay; lack of cost effectiveness; and low customers satisfaction;
- Inadequate innovation and change culture. AHRM has some difficulty to introduce changes and to adopt new innovations. The resistance for change is very important and is one of the main brakes to the development of the Directorate. The main consequences of this behaviour are: lack of optimization of information technology (IT) (the organization is resistant to adopting the full range of options of Information Technology and restructure its business processes accordingly. It therefore is lagging behind in the information and communication revolution that is sweeping through the world and transforming relationships between organizations and countries);
- Insufficient adoption of new innovations (new initiatives in AHRM have some difficulty to be adopted and implemented by the staff. Kaizen is a case in point);
- Weak leadership and governance: the Directorate is confronted to the fact that many activities and decisions are made without formal policies or governance framework. The main consequence of this situation are: Functioning of management committees; lack of timely decision; lack of standards; Lack of internal communication and collaboration; Structure of the directorate; Lack of project management skills; and lack of systemic approach.

b) Despite progress, PBFA is confronted with challenges that affect its operational effectiveness and efficiency. Notable amongst these are:

   - Weak intra-departmental communication between the finance department and other AU Communication department/operating units;
   - Inadequacy of mechanisms at Headquarters in providing an effective oversight over and monitoring controls of Regional/Representational offices;
   - The need to upscale new ERP (SAP) implementation but in a human resource constrained environment coupled with the need to further improve control environment and adopt risk management strategies;
   - Lack of clarity of functions amongst organizational units within PBFA resulting in duplication and/or omission of critical roles;
   - Incoherent and uncoordinated intra-departmental activities in result-based management relating to planning, programming, budgetary and performance reporting matters and the inability of PBFA to play its programming function effectively;
   - Inadequate treasury management relating to transaction exposure, negotiated exchange rates, cash flow forecasting and investment management to increase earnings potential of idle funds.

c) In the past three years the AUC-Medical Services Directorate has enhanced the quality of service delivery systems evidenced by reduced number of customer complaints, and increased number of customers using the services. Despite the above successes, the Directorate of Medical Services is faced with the following challenges that need to be addressed: Inadequate funds for medical services (in particular equipment); delay in drug procurement process; and inadequate space for service provision.

PART II:

Situational Analysis/Strategic Plan Context

CHAPTER 3: SITUATIONAL ANALYSIS/STRATEGIC PLAN CONTEXT: AFRICA ON THE MOVE

82. During 2013 Africans will commemorate 50 years since the establishment of the OAU/AU in 1963. The decision in 1999 to launchthe African Union, was based in the main on the realization that the original mandate of the OAU, to rid the continent of colonization was practically fulfilled and that Africa was facing new challenges which needed new institutional arrangements to push forward its developmental and integration agenda.

83. The African Union in 2012 had been in existence for a decade since the African Heads of State and Government Summit of July 2002 in Durban, South Africa when the first AU Summit was held, and a new structure (dubbed the "Maputo structure") was agreed at the Summit in Maputo in July 2003. Over a relatively short space of time, Africa, the African Union (AU) and the African Union Commission (AUC) have witnessed significant transformation and change.

84. The image of Africa at the start of the 21st century, when the African Union was established, was a continent sensationalized in the media as a place of coups, famines and corruption. The region was characterized by political instability and conflict, unaccountable governance systems, poor socio-economic development coupled with persistent poverty, chronic food insecurity in large parts, limited infrastructural development and communications, low human capital and illiteracy and disease epidemics. The continent was also largely under-represented in global forums, marginalized in global negotiations, debates and decision-making processes. The continent has since seen its fortunes change for the better, with improvements in the economic and political governance systems.

3.1 ECONOMIC DEVELOPMENT, INCLUSIVE GROWTH AND POVERTY REDUCTION

85. *Africa has Experienced Substantial Progress in Economic Growth but Faces Serious Challenges in Making the Growth Inclusive.*

86. For much of the post-colonial period, particularly in the last two decades of the 20th century, many African countries stagnated in terms of economic growth and development. Over a 20-year period extending from the mid-1970s up to the mid-1990s, per capita GDP growth in SSA was either zero or negative. However, economic performance in Africa has improved remarkably in recent times. From the late 1990s, GDP growth picked up and increased rapidly through to 2008.As a result, Africa was the second-fastest growing region in the World from 2000 to 2008. Despite the global economic crisis Africa's 'robust' growth has since resumed. .

87. African countries have posted some of the world's fastest economic growth rates and are among the fastest movers on the Human Development Index[2]- reports indicate that since 2001, six of the ten fastest growing economies in the world were in Africa. Sound macroeconomic policies and management has seen the continent's combined GDP of US $ 1.5 trillion set to double by 2020. According to the African Development Bank, African economies grew by 3.4 per cent in 2011, with North Africa registering 0.5 per cent and sub-Saharan Africa by 5 per cent; it is expected that African economies will grow by 4.5-4.8per centin 2012 – Table 1[3]. However, the Euro zone and the European sovereign debt crisis could dent demand for African commodities and lower external resources inflows – FDI and remittances.

[2]UNDP Africa Human Development Report, 2012
[3] Africa in 50 Years: The Road Towards Inclusive Growth, AfDB, September 2011

Table 1: Africa, Growth (per cent) by Region and Country Grouping[4]				
	2010	**2011**	**2012**	**2013**
Africa	5.0	3.4	4.5	4.8
Central Africa	5.7	5.1	4.9	4.8
Eastern Africa	7.1	5.0	5.1	5.6
Northern Africa	4.1	0.5	3.1	4.0
Southern Africa	3.5	3.5	4.0	4.4
Western Africa	6.9	6.3	5.9	6.4
Oil Exporting Countries	5.3	2.9	4.7	5.0
Oil Importing Countries	4.5	4.1	4.2	4.7

88. The growth of African economies was realized throughout the continent with 27 of Africa's 30 largest economies growing faster in the decade of 2000 than the previous decades[5]. Furthermore, it is estimated that 70per centof the population in Africa live in countries where GDP growth averaged over 4 percent in the past decade. Domestic consumer markets are also growing with the private sector acting as a powerful engine for growth. Exports are increasing substantially and markets for African products have become more diversified, thus reducing reliance on North-South trading relationships and there is growing significance of South-South trade for the African continent.

89. Since 2000, investment in Africa has increased steadily from 15.9 percent of the GDP to over 22 percent in 2012. The trend is expected to continue as an increasing number of the region's economies are able to tap into the international capital markets to help address infrastructural constraints. Africa received its largest ever share of global foreign direct investment (FDI) in 2011, according to Ernest and Young. In 2011 FDI grew by 27per centpushing Africa's share of the world's investment to almost a quarter. FDI inflows stand at US$80bn and is forecast to reach US$150bn by 2015. There have been significant flows to manufacturing, infrastructure-related projects and services. Zambia saw a 93 percent rise in FDI due to sound economic management and a peaceful handover of power. Ghana, Botswana, Tanzania, Cape Verde and Mauritius also had high FDI inflows.

90. Intra-African private investment has grown substantively more so than any other category led by South Africa, Kenya and Nigeria. The Ernest & Young 'Africa Attractiveness Survey of 2012' revealed growing confidence and optimism among Africans about investing and doing business in Africa. Between 2003 and 2011, there is a reported 23 percent compound growth rate in intra-African investment into new FDI projects. This trend has accelerated since 2007 with a remarkable 43 per cent[6]. Intra-African investment as a proportion of total number of FDI projects was reported to have more than doubled, and in 2011, it accounted for 17 per cent of all new FDI projects. Over the period, Kenya and Nigeria investments in Africa have grown by 77.8 per cent and 73.2 per cent, respectively, while that of South Africa has grown by 63.8 per cent.

91. The emergence of China as a new partner for Africa is leading to a major paradigm shift in aid, trade and investment patterns on the continent. Africa – China trade reached US$ 166 billion in 2011, higher than for USA or

[4] Africa in 50 Years: The Road Towards Inclusive Growth, AfDB, September 2011
[5]New African, July 2012, No. 518
[6] Ernest & Young Africa Attractiveness Survey 2012

Europe. Furthermore, China has pledged US$ 20 billion in credits for African countries over the next three years, starting 2012.

92. Africa's increased momentum is widely recognized but the sources of this growth and its sustainability is not fully certain[7]. Analysts foresee strong continuing growth and point out that the continent's growth surge is due to more than a natural resources boom. Although the resource boom has contributed positively to Africa's economic growth, between 2000 and 2008, it contributed only 24 per cent of the continent's GDP growth – economic growth accelerated in 27 of the 30 largest economies and GDP growth rate was similar in countries with or without significant natural resource exports – the rest of the exports came from wholesale and retail trade, transport, telecommunications and manufacturing and services[8].

93. Africa's growth acceleration has been attributed to[9]:

- Diminished conflicts in several African countries and rise in democracy which create the conditions for political stability and good governance;
- Macroeconomic and coordination policies to implement measures that have lowered inflation, reduced foreign debt, and reduced budget deficits;
- Market-friendly reforms, including privatization, reductions in trade barriers, lower taxes and strengthened regulatory and legal systems.

94. Future growth of the continent is favoured by external global trends such as the commodity boom, increased access to capital and the forging of new economic partnerships. The continent is fetching better prices for its abundant natural resources: it has 12 per cent of the world's oil reserves, 50per cent of its gold and 90 per cent of chromium and platinum group metals, 20 per cent of the world's cooper, 60 per cent of the world's uncultivated arable lands and has significant deposits of bauxite and other raw materials[10]. The world needs Africa's raw materials but better agreements are needed and connecting infrastructure should be put in place; regional institutions should design, implement and oversee cross-border infrastructure. Efforts must also be intensified to add value to African exports instead of reliance on trade in raw materials, thus diversifying the products destined for local, regional and international markets.

95. However, internal factors will play a critical role; social and demographic trends, particularly a growing labour force, urbanization and rise of middle class consumers. In addition, 60 per cent of the continent's 1.03 billion population is under the age of 25, who if adequately skilled and capacitated could catapult Africa to become a global centre for manufacturing, ICT and service industries. A growing middle class due to rapid urbanization can create a further impetus for growth and transformation – estimates put the middle class at 300 million, which is rapidly achieving parity with India and China.

96. Future economic performance of Africa is likely to be sustainable due to[11]:

- Continuing strong global demand for natural resources/commodities coupled with shifts in Africa's trading partners; this has increased FDI from US$9 billion in 2000 to US$62 billion in 2008;
- Demographic trends are creating new sources of growth, namely urbanization and the rise of the middle class. Households with discretionary spending are projected to rise by 50 per cent to 128 million a decade from now. A growing labour force estimated at 1.1 billion by 2040 is poised to

[7]Lionson the Move: Progress and Potential of African Economies, McKinsey Global Institute, 2010
[8]Ibid
[9] ibid
[10] AUC Budget Framework Paper 2013
[11] Africa in 50 Years: Progress Towards Inclusive Growth, AfDB, September, 2011

overtake both China and India, and Africa possesses one of the world's largest and youngest working population with a low dependency ratio;

- The rise in new business opportunities such as consumer sectors, resources, agriculture which combined are projected to earn total revenue of US$2.6 trillion by 2020. Africa's consumer sectors (consumer goods, telecommunications, banking) are growing at twice or thrice faster than of OECD countries. Private infrastructure investments stands at US$72 bilion annually with Africa's share of the private infrastructure investment accounting for 13 per cent of the emerging market total, up from 7 per cent in 2000.

97. Despite the positive economic outlook, it is important to stress that Africa's economies are not uniform and there is great variability among African countries, as shown below:

- Coastal vs Landlocked countries: the latter with low opportunity but can gain significantly from infrastructure linkages;
- Least developed vs middle – income countries;
- Resource rich vs resource poor countries;
- Countries with good agricultural potential and those less well endowed;
- Countries emerging from conflict with fragile institutions and low productive capacities, infrastructure deficit and unstable macroeconomic environment;
- Small Islands Developing States: which confront problems similar to other developing countries, but have their own peculiar characteristics and vulnerabilities. They face many disadvantages on account of their small size. These range from narrow resource base, high vulnerability to global developments, high population density (resulting on pressures on resources, overuse and resource depletion) yet small population size, limited domestic markets.

98. All these different categories of countries face key distinct conditions and features which determine development paths and strategies to pursue, , although they share similar problems such as high poverty levels; literacy; disease; and high child, infant and maternal mortality. Consequently, African countries must individually and collectively chart their own development paths in the face of this reality

Inclusive Growth, Poverty and the Unemployment Challenge

99. The benefits of economic growth appear to be reaching many people and poverty is falling. However, if poverty is being slightly improved, inequality among rich and poor is widening in many sub-Saharan Africa (SSA) countries. 32 of 43 African countries are reported to have Gini coefficients (a measure of inequality in income distribution) higher than the median of countries globally; inequality is rising in about half of African countries and falling in the other half[12]. In 2010, it was reported that six of the world's 10 most unequal countries were in SSA: the top three, Namibia, South Africa and Lesotho, had Gini coefficients of 70, 65 and 63 respectively[13]. In most African countries, the top 20per cent of the population gets more than half of all generated income.
A major weakness is the absence of INCLUSIVE GROWTH for all groups of the population – Table 3. There is inequality in terms of income, access to education and health services, limited job opportunities, especially for the youth and women, and, weak institutional, regulatory and business frameworks[14].

[12] Africa At Work: Job Creation and Inclusive Growth, Mckinsey Global Institute, August 2012
[13]Ibid
[14]Chigunta, F: Inclusive Growth and Poverty Reduction in Africa

Table 2: DEFINING INCLUSIVE GROWTH[15]

The AfDB defines Inclusive Growth (IG) as economic growth that results in a wider access to sustainable socio-economic opportunities for a broader number of people, regions or countries, while protecting the vulnerable, all being done in an environment of fairness, equal justice, and political plurality.

Inclusive growth is broad-based growth across sectors; includes productive employment and protects disadvantaged and marginalized groups from adverse shocks. Inclusive growth analysis takes into account parameters such as: age, gender, regional or geographical gaps and balances as well as sectorial differences and balances. Thus, inclusive growth has elements pertaining to "broad based growth, shared growth, and pro-poor growth".

Inclusive growth focuses on the rate and pattern of growth, which must be addressed together because they are interlinked. Long-term sustainable high economic growth rates are necessary to reduce poverty and must be accompanied by growing productive employment to reduce in equality. Policies for inclusive growth must address productive employment, rather than employment *per se* or income redistribution, which generates new jobs and income for individuals, contrasted with the potential of lifting the wages of those employed and promoting the returns of the self-employed.

100. In general, the key policy ingredients that constitute inclusive growth are: growth, productive employment, and economic infrastructure; income poverty and equity, including gender equity; human capabilities; and social protection.

101. However, there are many challenges to inclusive growth in Africa – see Table 4 below.

Table 3: CHALLENGES TO INCLUSIVE GROWTH AGENDA[16]

Infrastructure: Data from 2006-2009 shows that only 28per cent of Africa's population had access to electricity compared to 70per cent of other developing world; 69per cent of the population had access to improved water access compared to 88per cent of other developing world population. Improved infrastructure including a functional regulatory environment, will increase Africa's competitiveness and productivity, lower the costs of doing business, and facilitate trade and foreign direct investment. It will deepen economic and social integration and create employment opportunities during project implementation and operations. Infrastructure also supports the delivery of social services, contributes to the IG.

Regional Integration and Trade provides opportunities for enhancing productive capacities of African economies, create economies of scale, and improve competitiveness. Regional integration and trade policies/regulations promote value addition on Africa's primary commodities that can have positive impacts on IG agenda. Regions that are well connected by road transportation, ICT, power supply and water systems, will see enhanced inclusion. Regional integration will create large, competitive economic spaces that are attractive to investors and lead to increased employment and mobility of people across borders. Transportation infrastructure promotes IG for instance, when it links businesses and farmers to markets, helps redress territorial imbalances within countries, or links small economies/fragile states to a regional economic hub.

Private Sector Development activities are cross-cutting, and promote inclusive growth across all economic sectors and all firm sizes ranging from Medium, Small and Micro Enterprises (MSMEs) to large corporations, generating growth, jobs and economic opportunities for the majority, including the poor. Africa's private sector accounts for over 80per cent of total production, 67per cent of total investment, 75per cent of total credit to the economy, and 90per

[15] Briefing Note 6: AfDB's Long-term Strategy for Inclusive Growth Agenda, 2012
[16] ibid

cent of the labour force. However, productivity rates are low compared to other regions, with inefficient, labor-intensive farms in many African countries.

Weak governance institutions and instruments: The inclusive growth agenda in governance entails establishing standards and conditions to foster resource mobilization, build strong institutions, mainstream transparency and support voices and accountability to further broad-based growth. Africa needs strong institutions with the necessary capacity and resources to effectively establish a sound macroeconomic framework, through good public financial management. A better business environment with a legal and regulatory framework that facilitates contract enforcement, property rights will encourage jobs and help create a more stable and secure society. A number of RMCs are improving their business environment, which poses a significant constraint to private investment. The 2012 *Doing Business* report includes, among the 10 economies recognized as having most improved the ease of doing business across several areas of regulation, five countries from Africa.

Higher Education, Science and Technology: Higher education in science and technology and vocational training and skills development are critical to development. Africa's tertiary education systems must address the challenges of access, quality and relevance.

102. As stated earlier, the rapid economic growth experienced by Africa in the past decade has not resulted in a commensurate reduction in poverty nor has the growth been rich in jobs[17]. The slow pace of progress in reducing poverty has been linked to: inadequate and inconsistent growth; high population growth rates; low growth elasticity of poverty; and persistently high levels of gender and geographic inequalities[18].

103. Africa has experienced a decline in poverty rates as well as the number of the absolute poor. But the rate of decline is too slow to achieve the MDG target by 2015. The proportion of people living on less than US$1.25 per day declined from 56.5 per centin 1990 to 52.3per cent in 2005 and to 47.5per cent in 2008[19]. Other reports show a similar pattern: the proportion of people living below a dollar a day dropped from 47per cent to 43per cent between 2000 and 2005 and the number of those living below 2 dollars a day is estimated to have dropped from 68.7per centin 1990 to 60.8per cent in 2010.

104. Furthermore, Africa is 41per cent off the 2015 MDG target of reducing poverty, as compared to 25per cent for South Asia and 6per cent for Latin America[20]. The situation is compounded by the high vulnerability among the middle class; poverty is also concentrated in the rural areas (although with rapid urbanization, there is a growing phenomenon of rising urban poverty); and poverty affects women and men differently.

105. In addition to persistent poverty, there has also been slow progress in reducing the proportion of people who suffer from hunger. The 2011 Global Hunger Index of IFPRI reports an 18 per cent improvement in Africa between 1990 and 2011 as compared to 25 per cent in South-east Asia and 39 per cent in North Africa[21]. The continent has not improved fast enough to meet the MDG target of reducing the prevalence of underweight children under five years old.

106. Unemployment is perhaps the greatest challenge hindering the efforts of African countries to realize inclusive growth. The continent is poised to reap a demographic dividend in the coming decades as its labour force grows to be the largest in the world by 2035 and its dependency ratio declines. The continent's official unemployment

[17]MDG Report, 2012: Assessing Progress in Africa toward the Millennium Development Goals
[18] MDG Report, 2012: Assessing Progress in Africa toward the Millennium Development Goals.
[19] Ibid
[20] Ibid
[21] Ibid

rate is only 9 per cent, however just 28 per cent of the labour force has stable wage-paying jobs[22]. With few social safety nets, most adults must work to survive. Economic growth is a pre-requisite for job creation but some sectors that contribute strongly to GDP growth may not create many jobs with the informal sector ignored. For example, natural resources (oil, gas, and mining) contribute significantly to Africa's GDP growth, government revenue and export earnings but employ less than 1 per cent of Africa's workforce[23].

107. Youth unemployment across the continent is up to two to three times higher than unemployment among adult workers[24]. The majority of poor people (72per cent) are young (15-24 years). Youth unemployment remains high in most countries. In Nigeria, Ethiopia, Uganda, Zambia and Burundi, youth unemployment is over 80per cent. Targeted strategies are needed to tackle high youth unemployment such as addressing the lack of practical skills and work experience.

108. Special challenges are also faced by women in employment, and these include: (i) women are more likely to hold low cadre jobs than men (79 per cent VS. 63 per cent); (ii) women face disadvantages as employers, facing challenges to start and growth businesses; (iii) for some regions (North and parts of West Africa) the female labour-force participation rate is lower due to cultural factors[25].

Box 2: Highlights of Key Gaps – Economic Development, Inclusive Growth and Poverty Elimination

Africa has realized impressive widespread growth with 27 of the 30 largest economies performing better in the decade of 2000 than the previous decade. The sources of growth are more diversified, and FDI is rising, including intra-African investment. Diminished conflicts, sound macroeconomic policies and market-friendly reforms help explain this performance.

However, key gaps remain:

- Growth has not been uniform across countries and the global financial crisis and economic downturn is having a dampening effect
- The impressive growth is not translated into corresponding poverty reduction and there is increased income inequality.
- Insufficient job creation, especially for women and youth – the growth has not been rich in jobs
- The number of people living in hunger is not declining faster enough.
- Improving the business climate and fostering private sector development
- Making greater efforts in value- addition to Africa's products and raw materials

These point to need for African countries to put in place and promote policies for inclusive growth in order to address these gaps.

3.2 REGIONAL INTEGRATION, TRADE AND INFRASTRUCTURE DEVELOPMENT IN AFRICA

Regional Integration

109. For Africa to sustain its current positive economic growth performance, a key priority in the coming decade is to accelerate the depth and pace of regional integration in order to facilitate greater levels of trade, boost diversification and sustainable growth, create larger markets, pool human, capital and natural resources, and leverage the different comparative advantages of African countries.

[22]Africa At Work: Job Creation and Inclusive Growth, Mckinsey Global Institute, August 2012
[23]Ibid
[24]Regional Integration policies to support Job Creation for Africa's Burgeoning Youth population, ACBF Working Paper No. 21, 2011
[25] MDG Report, 2012: Assessing Progress in Africa toward the Millennium Development Goals

110. The OAU Charter and the Constitutive Act establishing the AU of 2000 identifies regional integration as one of the foundations for African Unity. The Lagos Plan of Action and the Abuja Treaty provide the roadmap for achieving regional integration and specify the economic, political and institutional mechanisms for attaining this goal. The Abuja Treaty of 1991 set up five regional areas in preparation for the establishment of the African Economic Community (AEC) in six phases, over 34 years – Table 5.

Table 4: The Six Phases Towards the Creation of The African Economic Community
• Creating regional blocs in regions where such do not exist – scheduled for completion by 1999 • Strengthening intra-REC integration or inter-REC harmonization – scheduled for completion by 2007 • Establishing a Free Trade Area and Customs Union in each regional bloc – scheduled for completion by 2017 • Establishing a continent-wide Customs Union and also a Free Trade Area – scheduled for completion by 2023 • Establishing a continent-wide economic and monetary union and Pan African parliament – scheduled for completion in 2028 • End of all transition periods by 2034

111. African countries are in the process of integration through different regional economic blocs, eight of which are officially recognised by the AU as its pillars of integration leading to the establishment of the African Economic Community (AEC): the Southern African Development Community (SADC) and the Economic Community of Central African States (ECCAS) the Economic Community of West African States (ECOWAS);, the East African Community (EAC); the Inter-governmental Authority on Development (IGAD); the Common Market for East and Southern Africa (COMESA), the Community of Sahel-Saharan States (CEN-SAD); and the Arab Maghreb Union (AMU)**.**

112. A positive development was the October 2008 agreement between 26 Heads of State and Government in Africa, covering the EAC, COMESA and SADC that agreed to establish a Tripartite Arrangement between the three Communities with the aim of creating a Free Trade Area – also commonly known as the Tripartite FTA - aimed at expanding intra-African trade, promote collaboration between the RECs concerned and facilitate resource mobilization and project implementation. The FTA is intended to be effective June 2014. The T-FTA when fully established will create an integrated market with: (i) a combined population of 530 million people (57per cent of Africa's population and with only China and India surpassing it in population); (ii) a total GDP of USD 630 billion (53per cent of Africa's GDP); and (iii) a long-term GDP growth rate of 5-6per cent.

113. There are other advantages to regional integration which transcend trade and economic matters[26], such as the management of shared resources and other public goods. Water is a key case in point. Africa has more than 60 trans-boundary rivers and international river basins cover more than 60per cent of the continent, with nearly all the major rivers crossing many countries (the Nile crosses ten, the Niger nine, the Senegal four, and the Zambezi eight). Shared water resources require investment in trans-boundary water management capacity and institutions, in accordance to win-win principals.

114. The monitoring and evaluation of the implementation of African Integration Agenda and Africa's development has always been a problem in Africa. There is a huge gap between supply and demand of statistical information which has widened in recent years. Statistics are produced according to methodologies which do not always reflect African realities and are still not comparable from one country to the other. National statistical systems, primary sources of statistical data mostly use concepts, definitions and methodologies which differ from one country to the other, thus making comparisons difficult and generating aggregates without great relevance from the regional and/or continental point of view. Statistics harmonization programmes of the Regional Economic Communities

[26] MDG Report, 2012: Assessing Progress in Africa towards the Millennium Development Goals

(RECs) vary from one region to the other and hardly meet the demand in harmonized statistics. This really constitutes a handicap in the monitoring and evaluation of regional or continental integration. In order to address these challenges, two major documents, namely, the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa (SHaSA) have been developed to guide and regulate the production of quality statistics on the continent

Interconnectedness and Infrastructure Development

115. In the light of regional integration, infrastructure – to connect markets and boost power generation to support manufacturing and other sectors – becomes critical. A study conducted by the African Infrastructure Country Diagnostic (AICD) – a partnership between the AUC, AfDB, DBSA, NEPAD, World Bank, etc – showed that Africa's infrastructure lags behind other developing regions – Table 6. As compared to other low income countries, sub-Saharan Africa has a lower density of paved roads, coverage of telephone landlines and power generation capacity. Transport and communication are lifelines linking SIDS with the rest of the world and with each other. Distance and isolation have resulted in relatively high transport costs. Decisive action is needed to close the infrastructure gap; otherwise, efforts at regional integration will not lead to the envisaged accelerated growth in trade and investment internally within Africa, as well as globally with the rest of the world.

116. The Programme for Infrastructure Development in Africa (PIDA), a continental framework initiated by the AUC, NPCA and AfDB, that was adopted in January 2012 by the AU Summit, assumes that with 6,2 per cent annual GDP growth between 2010 and 2040, the Africa's infrastructure needs are as following [27]:

- Power demands will increase six times;
- Transport volumes will increase 6–8 times, with a particularly strong increase of up to 14 times from landlocked countries;
- Water needs will push some river basins, including the Nile, Niger, Orange, and Volta basins) to the ecological brink;
- Information and communications technology (ICT) demand will multiply several times even before 2020 as Africa catches up with broadband;
- Reduce energy costs and increase access. Africans will reap energy savings of $30 billion a year, or 17per cent of power expenditures, if PIDA projects are implemented, and power connectivity among residents will rise to 60per cent. Energy production costs will be greatly diminished, yielding more than $900 billion in savings through 2040;
- Slash transport costs and boost intra-African trade. PIDA will produce transport efficiency gains of at least $175 billion, with the potential for much larger savings as trade corridors open up. Steady advances in regional integration and services will finally create a shift from overseas trade to trade between countries and within regions, helping fulfill the promise of the 2028 African Free Trade Zone pact;
- Ensure water and food security. Africa has the lowest level of water storage capacity and irrigated agriculture in the world, and about half the continent faces some sort of water stress or water scarcity—and demand is going to surge. PIDA will build the necessary water storage and hydro power infrastructure to stave off a coming crisis;
- Increase global connectivity. PIDA will boost Internet connectivity by 20 percentage points. Increasing Internet penetration by 10per cent, which can be expected by 2018, will increase GDP by 1per cent by strengthening connections between goods and markets and between people and jobs;
- For SIDS, establish or strengthen research and policy capabilities for development of new and renewable sources of energy, including wind, solar, geothermal, hydroelectric, wave and biomass energy.

117. The total PIDA capital cost is $360bn to 2040 (2020 for ICT) and will deliver the following:

[27] PIDA Study: Outlook 2040

Indicators	PIDA 2040 (2020 FOR ICT)
Modern highways	37 300 KM
Modern railways	30 200 KM
Port Added ton capacity	1,3 billion tons
Hydroelectric power generation	61 099 MW
Interconnecting power lines	16 500 KM
New water storage capacity	20 101 hm3
ICT International Broadband Capacity	6 Terat bits

118. The PIDA Priority Action Plan (PAP) to be implemented during the period 2012-2020 is made up of 51 programs and projects at an Investment Cost of US$68 bn or about US$7.5 billion annually. Although PIDA PAP is ambitious,it is however affordable since in 2011, less than 0,2per cent of Africa's GDP was dedicated towards infrastructure development. This represents only 1per cent of national budgets and only 5per cent of Investment budgets combined.

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Table 5: Africa's Infrastructure Challenge[28]

- infrastructure has been responsible for more than half of Africa's improved growth performance and has the potential to contribute more in the future
- Africa's infrastructure networks lag behind those of other developing countries, with missing regional links
- Africa's difficult economic geography (low population density, small economies, large number of landlocked countries) poses a challenge for the region's infrastructure development
- Africa's infrastructure services are twice as expensive as elsewhere, reflecting both diseconomies of scale in production and high profile profit margins caused by lack of competition
- Power is by far Africa's largest infrastructure challenge with 30 countries facing regular power shortages and many paying high premiums for emergency power. After power, water supply and sanitation, and then transport are the most significant
- The cost of addressing Africa's infrastructure needs is around $ 93 billion a year, about a third of which is required for maintenance
- The infrastructure challenge varies with country type - fragile states face an impossible burden and resource-rich ones lag behind despite their wealth. Meeting the needs of middle-income countries appears more manageable which the World Bank estimates can be done with 10per cent of their GDP
- Domestic spending on infrastructure in Africa is higher than previously thought (approximately $ 45 billion a year) and comprises the larger share with the central government budget, which is the main driver of infrastructure investment.
- Even if major potential efficiency gains are captured, Africa would still face an infrastructure funding gap of $ 31 billion a year, mainly in power
- Africa's institutional, regulatory and administrative reforms have made considerable progress and, although they are only halfway along, are demonstrating their effects on operational efficiency.

[28] Africa Futures 2050

Intra-African Trade

119. As shown earlier, Africa continues to make rapid progress in terms of economic growth. Given its potential, the continent is poised to attract FDI away from competing regions such as other emerging economies, by virtue of its vast untapped mineral resources, potentially large consumer market and vast opportunities for business. In addition, estimates put GDP growth for Africa at 5-6per cent in the coming decade compared to 2-3per cent for the global economy amidst lowered expectations of high growth in China and India and the industrialized developed countries.

120. However, despite the continent's sound investment and growth potential, intra-African trade is far too low and constitutes a serious bottleneck and a missed opportunity for development, growth and employment for the continent.

121. Analysis of Africa's trade flows suggests the following pattern[29]:

- Intra-African trade is 10per centcompared to 70per cent for the European Union's 27 countries, 52per cent for Asian countries, 50per cent for North American countries, and 20per cent for South America), while Africa's share of world trade is 3per cent;
- Africa's main exports to traditional trading partners (USA, EU) represent 57per cent of exports. Major sources of imports to Africa lie outside the continent. Between1995 and 2006, Africa exported USD 15 billion of basic food category but imported USD 21 billion, representing a negative balance in that category;
- Intra-RECs exports and imports tend to be dominated by few countries;
- The EU and USA are the major export destinations, although Asian countries are of growing importance;
- The major sources of imports to Africa are outside the continent;
- Trade confined within RECs (15per cent growth) appears to be less optimal than trade at Africa-wide level (25per cent growth) indicating the need to accelerate efforts to create larger Africa – wide markets.

122. One of the main reasons for low intra-African trade is the high costs associated with it, ironically compelling African countries to source trading partners outside the continent. However, the global recession and possible negative repercussions on economic performance has made it an urgent priority to accelerate efforts to boost intra-African trade.

123. Some of the key issues and challenges with respect to boosting intra-African trade include[30]:

- Broadening Africa's economic and market space by fast tracking the Continental free Trade Area;
- Development of productive capacities and industrialization and addressing supply-side constraints;
- Trade – related infrastructure and services;
- Trade facilitation measures (e.g. removal of non-tariff barriers, simplification of customs procedures and documentation, operation of transport and transit corridors);

[29]Boosting Intra-African Trade: Issues Affecting Intra-African Trade, Proposed Action Plan for Boosting Intra-African Trade and Framework for Fast Tracking of a Continental Free Trade Area, AUC/UNECA, January 2012

[30]Ibid

- Availability of trade information and trade finance;
- Putting in place compensation mechanism to address trade adjustment costs;
- SIDS need to develop export markets for added value products in areas they hold a competitive edge. Poor market access and reliance on single commodities are key problems.

124. However, the picture is not entirely bleak; if oil is excluded, intra-African trade rises to 22per cent. Also intra-African trade in agriculture and manufacturing has reached twice the level of overall trade, creating a solid basis upon which intra-African trade can be deepened through development of regional value-chains. It is also envisaged that with the adoption, ratification and operationalization of the Pan African investment Code (PAIC), intra-African trade will witness an unprecedented rise due to harmonised trade policies across the continent.

125. The recent (2012) African Union Summit Decision to fast track the establishment of a Continental Free Trade Area (CFTA) by an indicative date of 2017 is another positive development not only for intra African Trade but also for the integration of Africa into the global trade as this will create one of the largest markets in the world and thereby also attract the much needed Foreign Direct Investments (FDI). An Action Plan has been developed to boost intra-African trade from 10-13per cent to 25per cent or more in the next decade

3.3 PEACE, SECURITY, STABILITY AND GOOD GOVERNANCE

Peace, Security and Stability

126. Peace, security and stability are essential ingredients for prosperity and development. Up to the early 1990s, the continent was plagued by numerous conflicts and the cost of these conflicts on Africa is incalculable; estimates suggest several million people in DRC have lost their lives, and continent-wide economic losses have been high. More recently, the Peace, Security and Cooperation Framework for DRC and the Great Lakes Region signed on 22 February 2013 observedthat the "consequences of the violence in Eastern DRC is nothing short of devastating. Acts of sexual violence and serious violations of Human rights are used regularly and almost daily as weapons of war. Displacement figures are among the highest in the world and persistently hover near 2 million people."

127. However, since the 1990s, conflict and violence has decreased substantially on the African continent. The AU and the UN have helped to mitigate the outbreak and intensification of conflict through the use of peacekeeping forces. A large measure of stability is being restored in many conflict afflicted parts of the continent such as the Great Lakes region (although many challenges remain in Eastern DR Congo) and West Africa. Africa has experienced a dramatic decline in the number of violent conflicts as compared to other developing regions. It also accounts for most of the global decline in violent conflicts. The progressive implementation of the African Peace and Security Architecture has brought more synergy between various components and actors within the architecture, thereby leading to have positive transformation of Africa's peace and security landscape.

128. However, the fragility of many African countries remains high and the potential of sliding into chaos is unacceptably high.New threats are emerging and there are disruptive forces for the continent in the coming decades, arising from urbanization, an increase in crime rates, as well as the drugs trade through West Africa, and increased migration and conflict over resources triggered by climate change. The decrease in violent conflict is tending to be counterbalanced by a rising trend of criminal violence and the drugs trade, urbanization and social conflicts. Estimates of recent annual cocaine trans-shipments through West Africa range from 60 to 250 tons yielding revenues between $ 3 billion and $ 14 billion[31]. Due to weak law enforcement institutions, cocaine-related corruption poses a serious threat to governance and stability. A recent phenomenon is the manufacture and shipment of

[31] Africa Futures, 2050

methamphetamine to Asia; while relatively new generates substantial income for traffickers. The rise of militant religious groups (e.g. in West Africa) is another security threat faced by the continent.

129. Disputes over borders and border management and security is a growing challenge because of conflicts over resources that straddle borders, as well as cross border crime and transnational security threats such as militia, terrorism and criminal networks are a real threat. The collusion of state officials and criminal networks has in some cases succeeded in building "economy of insecurity" thriving upon illicit trafficking, etc. Despite progress, there are still problems linked to coup d'etats, tensions in the context of peace agreements, strong political internal disputes, territorial tensions and tensions linked to secessionists' movements.

130. Notably, conflict prevention and resolution and post-conflict reconstruction are essential components of the peace and security agenda in Africa. This agenda interacts with the major democratic transformation and socio-economic development endeavours of the African countries as well as with continental human capacity building and institutional integration projects. The full and effective establishment of the African Peace and Security Architecture (APSA) is an important milestone in efforts to provide the continent with capabilities required to meet the challenge of peace and security, while at the same time contributing to the integration process desired by the peoples and leaders of Africa. It is against this backdrop that the Commissioner for Peace and Security, who has responsibility for design, leadership, coordination, management, evaluation and control, is called to develop a broad and long-term, action-oriented vision. It covers the development of conceptual and strategic frameworks and of instruments and mechanisms required to achieve the objectives set, as well as the conduct of a wide range of activities within the prerogatives of the Peace and Security Department while taking on board the need for overall coherence of overall African actions in all spheres.

131. A concise review of efforts to operationalize the APSA leads to conclude that, despite the weaknesses and deficiencies, there have been significant achievements and progress, although the latter varies according to both region and component. The outlook is laid down since the essential components of the APSA are in place. What is required now is to complete the process started, to mobilize more own resources for the functioning of the APSA so that Africa can take full "ownership" of it, and to optimize the use of the various instruments that make up the APSA, including the Continental Early Warning System and the African Standby Force. This will help to better manage the different stages of conflict situations, from prevention to reconstruction, making full use of mediation and, if necessary, peace support operations, which may include preventive deployments.

132. The Peace and Security Council is at the heart of the Architecture. Strengthened by the Panel of the Wise and in close collaboration with the Commission, the Council builds on the commitment of its Member States, including the authority of the Heads of State themselves, to further the continent's Peace Agenda. It also coordinates contributions, particularly of the United Nations Security Council, the Political and Security Committee of the European Union and the Peace and Security Council of the League of Arab States and other forms of assistance as part of the major partnerships forged by Africa. Besides consolidating achievements, priority should be given to improving the effectiveness of the Council, notably by optimizing its functional relationship with the Regional Economic Communities/Regional Mechanisms that make up the foundation of the entire edifice. The Pan-African Parliament, the African Court of Justice and the African Commission on Human and Peoples Rights also have important contributions to make in this regard.

133. The requirement of "African solutions to African problems" is at the heart of the kneaded vision of independence and ambition called for by the responsibilities of the Commissioner for Peace and Security. This is to ensure control by Africans of solutions to their own problems, based on their referential values, culture and a thorough analysis of situations to be addressed and the requirements for promoting fair and lasting solutions. On-going efforts in Somalia and Sudan, including in regard to the peaceful coexistence of two viable States, and actions taken in Côte d'Ivoire and Libya are examples that buttress this approach. Similarly, the articulated holistic solutions to combat the scourges of terrorism, piracy and transnational crime are part of this framework. The enhanced regional cooperation that is being organized to eliminate the LRA and AQIM hold the promise of significant advances.

The implementation of the Pelindaba Treaty has the potential to promote a qualitative leap in Africa in its quest for security and development.

134. Promoting peace and security in Africa will enable the continent to take full advantage of its immense potential. Freeing Africa from the scourge of conflicts will mean transforming the continent into an area of shared peace and prosperity, completing the liberation of African peoples from the yoke of colonialism and apartheid through the development of all human and peoples' rights, making Africa an effective and respected player and beneficiary in the new configuration of international relations heralded by the achievements of human genius, optimal development of resources and the overall balance between regional gatherings of the future. Also and above all, it means sheltering the one billion Africans that we are from fear and want.

Democratization, Human Rights and Good Governance

135. Despite recent setbacks, the African continent is making good strides on the road towards democratization and good governance. Reports indicate that there is popular demand and support by ordinary African citizens for democracy and good governance, and there are relatively good turnouts at elections across the continent, indicating that Africans place a high value on political pluralism when given the chance. In spite of the challenges, free, fair and transparent democratic elections are increasingly the norm with several examples of peaceful handover of power. In the 1960s and 1970s, Africa reportedly averaged only 28 elections for the decade. By the 1990s, this had increased to 65 per decade. Between 2000 and 2005 alone, African countries held 41 elections[32]. It is reported that in 2011, 18 countries in Africa are considered electoral democracies as compared to only four in 1991. Impunity is also being progressively reduced.

136. Another positive development is that increasingly, more elections are achieving the minimum standard of democratic fairness, signalling improved quality of the electoral process. Other aspects of the governance picture in Africa relate to the rule of law and corruption, and improved voice and accountability all of which clearly show signs of improvements and a rejection by Africans of the old ways of doing things.
Clearly, political stability is largely on the upswing and there is increased political will and capacity of both regional and continental bodies to deal with the crises of governance that in the past have plagued the continent. A series of Africa - led initiatives on governance and democratization are now also in place, such as:

i. The African Governance Architecture and Platform with its five sub clusters: Governance; Democracy; Human Rights; Constitutionalism and Rule of Law; and Humanitarian Affairs;
ii. APRM (African Peer Review Mechanism) with four components: democracy and political governance; economic governance & management; corporate governance; and socio-economic development. Some 29 of the 53 African countries have joined and 13 so far have been voluntarily assessed.

137. Over the past decade, many African countries have also made impressive strides in building capable states and this underpins the positive trends with respect to the steady consolidation of democracy, greater political inclusiveness, expanded voice and accountability, and improved economic management. This progress is notable given that the reforms undertaken in the 1980s and 1990s significantly weakened African public sector institutions with policies to reduce fiscal deficits[33]. However, much remains to be done, particularly in terms of professionalizing the civil service through inculcating the appropriate ethics and value systems and establishing independent and neutral bureaucracies; a difficult and complex tas.

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[32]Africa Futures, 2050

[33]The Report on Assessing Regional integration in Africa II: Rationalizing Economic Communities (UNECA/AUC, May 2006) reported that by 1996, only 1per cent of the Sub-Saharan Africa population was employed as civil servants compared to 3per cent for developing countries and 7per cent for the OECD.

138. Based on the experience of over-centralized states, decentralization and local governance is now fully established in Africa aiming to bring governments closer to the people, promote citizens' participation and good local governance. Provincial, district and municipal governments are at the forefront of service delivery. However, the growth of Africa's population has outpaced local authority capacities for service delivery. Many of these entities have low capacity due to their inability to attract and retain skilled staff, have not developed a strong culture of service delivery, are not equipped with the appropriate IT, financial and other systems, and often have challenging working relationships with central government. If decentralization to be effective, capacity needs to be built, fiscal decentralization pursued, strong management teams and partnerships for service delivery with private entities put in place.

Box 3: Highlights of Key Gaps – Peace, Security, Democracy and Good Governance

Conflicts have diminished substantially in Africa over the past decades and there is increased stability and security on the continent. Further progress would be achieved by addressing the following:

- Consolidation of the African Peace and Security Architecture (APSA), including mobilization of resources for its full functioning to enable Africans to take full ownership of the African security agenda and ensure "African solutions to African problems" becomes a reality.
- Address emerging threats linked to drugs trafficking, extremism, cross-border crime, maritime security threats and social upheavals
- Mechanisms to resolve border disputes, border management and conflicts over trans-boundary resources
- Consolidate post-conflict rehabilitation and recovery and reduction of factors contributing to fragility
- Address issues of women, youth and children in conflict management, peace building and post-conflict reconstruction and rehabilitation

Good progress is being made on many fronts with respect to democracy, good governance, however there is a need to address the following gaps:

- Full implementation of the African Governance Architecture and the African Charter on Democracy and Elections
- Addressing issues related to anti-corruption, rule of law, accountability and transparency
- Building effective and efficient public sector institutions for improved macroeconomic management and service delivery
- Deepening decentralization and local governance to foster participation, local control and improved service delivery

3.4 HUMAN CAPITAL DEVELOPMENT, SCIENCE, TECHNOLOGY AND INNOVATION

139. Despite the progress registered on the economic front, human development remains a challenge for Africa. Across all dimensions, Africa had the lowest HDI indicators of any region. Africa's regional HDI indicators in 2011 were: HDI (0.463); Life Expectancy at Birth (54.4 years); mean years of schooling (4.5 years); expected years of schooling (9.2 years); and gross national income per capita ($1,966). UNDP HDI rankings for 2011 shows no African country in the very high category, two countries (Seychelles and Mauritius) in the High category and 11 countries in Medium category (Gabon, Egypt, Botswana, Namibia, South Africa, Morocco, Cape Verde, Ghana, Equatorial Guinea, Congo and Swaziland). Of the 45 countries worldwide in the Low category, 34 are from Africa, with all the bottom 15 countries being African[34]. Smallness and vulnerability of SIDS necessitates high attention to population issues, education and training and health for effective human resource development

[34] UNDP Africa Human Development Report 2012

140. However, African countries have also been among the top ten HDI movers between 2000-2010 (Rwanda, Sierra Leone, Mali, Mozambique, Burundi and Niger).The main upward drivers of HDI for Africa are education, while HIV/AIDS is still responsible for slow progress. Africa continues to make good progress in improving access to education and in promoting girls education, with performance closely matching that of India. However, the dramatic loss of life expectancy due to HIV/AIDS has undercut Africa's upward movement on the HDI. Overall, in spite of the scourge of HIV/AIDS, human development in Africa is undergoing steady improvements.

Basic (Quality) Education & Literacy

141. Education is a critical component of human capital development, and constitutes a key element in computing the UNDP Human Development Index. Education forms the basis for skills development, science and technology and innovation; it is also crucial for women's empowerment, and makes a significant contribution to family health and welfare including maternal and child health.

142. At the primary level, rapid progress is being made and many African countries are on track to achieve the MDG goal on net enrolment of 95per cent. According to reports, the aggregate net primary enrolment for Africa increased from 64per cent in 2000 to 84per cent in 2009, and most countries (including fragile post-conflict countries) are on track to meet the target by 2015[35]. One of the key drivers behind such performance has been the introduction of free and compulsory primary education. Yet there are also many countries that may not achieve the target (e.g. Djibouti, Eritrea, Cape Verde, Malawi, South Africa, and Gambia).

143. However, completion rates at the primary level are low, although some countries are showing good progress - of the 20 countries worldwide with poor completion rates/high dropout, 16 are in Africa. Only six African countries have recorded primary completion rates of 90per cent and above[36]. The completion rate for girls is generally worse than for boys and appropriate policies must be put in place to reverse these trends.

144. Other challenges are related to educational quality which has suffered due to rapid intakes, inadequate infrastructures, lack of educational materials and poor teacher quality. Early Childhood Education and Development is also not mainstreamed in national education policies and provisions. There is a serious lack of qualified teachers, especially in Science, Mathematics and Technology and inadequate and inappropriate Teaching and Learning materials especially for Science Mathematics and Technology.

145. Youth (15-35 years) literacy rates are also rising, but progress toward the MDG target is slow and there is a strong gender inequality in literacy rates, with women lagging behind. In 24 out of 37 African countries for which data was available in 2009, male literacy rates among youth surpass that of females[37].

Tertiary Education, Science, Technology & Innovation

146. As mentioned previously, Africa's rich endowment in natural resources, increased capital inflows, coupled with greater stability and growth in the consumer sectors has spurred significant growth in the past decade. However, for the growth to be sustainable, particularly in the context of globalization, Africa's economic development must be buttressed by a strong capacity to generate and use knowledge to maintain a competitive edge.

147. Africa can capitalize on the benefits of STI. As succinctly put in one report[38] ..." there is a wide range of new technologies available for increasing the productivity and diversity of African economies. The stock of knowledge and related innovations available to African countries is growing. Technological diversity and convergence make it relatively easy and cheaper to access and apply knowledge to add value to Africa's natural resources. For example, information and communication technology (ICT) have converged with biotechnology to create bioinformatics that

[35] MDG Report 2012: Assessing Progress in Africa toward the Millennium Development Goals
[36] Ibid
[37] MDG Report, 2012: Assessing Progress in Africa toward the Millennium Development Goals
[38] Science, Technology and Innovation in Africa's Regional Integration: From Rhetoric to Practice. John Mugabe, ACODE Policy Research Series No. 44, 2011

make it possible to improve biodiversity and mineral prospecting in Africa. The application of biosystematics and bacterial leaching will enable oil producing African countries to export high value oil products. Technology is breaking barriers to capital access and movement. Technological developments associated with mobile telephony make it possible to move or transfer capital to rural areas and across most of Africa in seconds."

148. African leaders are aware of the critical role of STI in fostering growth and development of the continent and have taken measures to establish appropriate frameworks and programmes. International development organizations such as the World Bank, UNESCO and AfDB are also active promoters of STI in Africa. African continental and regional bodies all recognize the importance of STI for regional integration and development (e.g. the AU Constitutive Act article 13 (i) and 14 (d)). Under the auspices of the AU, NEPAD has established the CPA for STI in Africa and established a number of networks (e.g. Africa Bioscience Institute - ABI, AIMS, Africa Laser Centre - ALC, and the African Science and Technology Indicators (ASTI). Most countries have also put in place various institutional arrangements for R&D and a number of countries have developed policies and strategies to promote STI.

***"The Pan African University and the general expansion of our higher education sector will equip our young people with critical abilities to drive innovation, sciences, entrepreneurship, research, social development and industrialization*,"**

Remarks by the Chairperson of the African Union Commission (AUC), while addressing the 20th Ordinary Session of the Assembly of Heads of State and Government of the African Union on 27 January 2013.

149. Africa has pioneered innovations such as mobile money transfer systems which are assisting people, including those in remote rural areas, access resources and have some measure of control over their lives; this innovation is also building the foundations of a cashless society. In Kenya, the leader in this field, it is estimated that there over 17 million subscribers and mobile money transfer is equivalent to 20per cent of GDP, amounting to over $ 1bn annually. Mobile money transfer systems are being used by people in all works of life and for types of purposes, and the system is now spreading to the East African countries of Uganda, Rwanda and Tanzania. There is also an estimated 20 technology incubation centres on the continent.

150. Much progress has been made in boosting basic education in Africa. Progress has also been made with respect to tertiary education and development of science and technology. However, there are many challenges related to poor infrastructure, lack of funding, shortage of human resources, outdated curricular, poor ICT infrastructure and poor library facilities. African universities have inadequate research resources and capacities and primarily focus on delivering lectures to students. Furthermore, African universities have developed better connections with developed countries than with universities in the African countries, and due to resource constraints, African university faculty have few opportunities to undertake collaborative research with each other. This undermines the ability of African universities to contribute significantly to evidence-based know-how to their countries, as well as regional organizations. For this reason, the NEPAD and AU Consolidated Plan of Action for Africa's Science and Technology calls for African universities and researchers to strengthen research, to cooperate and to build Centres of Excellence

151. Africa lags considerably behind most regions of the world in STI..The expenditures on R&D in Africa are low and the quality of research lags considerably behind other regions. Studies on public expenditure on R&D for some African countries show that expenditures stand at less than 1per cent of GDP. Excluding South Africa, the continental average is 0.3per cent according to UNESCO.[39] SIDS capacities in science and technology remain undeveloped both in terms of institutions and availability of scientists.

[39] Science, Technology and Innovation in Africa's Regional Integration: From Rhetoric to Practice. John Mugabe, ACODE Policy Research Series No. 44, 2011

152. When compared to the rest of the world, in 2000, Africa accounted for less than 1per cent of the world's expenditure on R&D as compared to 30.5per cent for Asia, 37.2per cent for North America, 27.2per cent for Europe and 2.9per cent for Latin America & the Caribbean[40]. The limited expenditure is also often on small projects and used to cover staff salaries. A ranking of 128 countries based on the quality of their scientific institutions shows that SSA countries ranked very low in terms of research quality Overall, African countries are not significant sources of technological innovations..African scientists and policy makers do not cooperate sufficiently in Africa.

153. It is evident that much needs to be done to strengthen post-secondary and tertiary education in Africa, and to build the continent's capacity in science, technology and innovation. Fortunately, through regional integration and collective efforts, progress can be made relatively quickly. Inaction will almost certainly lead to Africa's spectacular growth to begin to falter, its richness in mineral resources notwithstanding.

154. Measures needed to boost progress in STI would include: developing innovation policies; increasing government spending on STI; investing in science, engineering and entrepreneurship skills; improving R&D and science infrastructure; and building funding institutions and instruments[41].

155. Among the strategic initiatives suggested as beneficial include the following: building capacity for innovation policy development; developing regional innovation strategies; and fostering funding alliances for regional innovation activities[42]

Health

156. Sound health is an indispensible component of human welfare. However, the health status of the African population is a source for serious concern. Sub-Saharan Africa has 11per cent of the world's population but 24per cent of its disease burden. Even though effective public health interventions are available, low coverage and underfunded health systems have stood in the way.

Africa faces a "double disease" burden; from infectious diseases that have more-or-less disappeared in the developed world, and the rising tide of chronic diseases, generally seen in the industrialized developed countries. This has created an unprecedented situation.

157. Global attention has focused much attention and resources on the "big three" – HIV/AIDs, Malaria and Tuberculosis which have been a major scourge in Africa.

158. In the past decade, the HIV/AIDS pandemic has triggered an unprecedented flow of resources and attention to Africa, generating new global institutions (UNAIDS, Global Fund) and mobilized a broad constituency that has benefitted millions[43]. There are however, issues with regards to the sustainability of these "vertical funds" due to the global financial crisis, and they are reported to have contributed little to health system capacity building[44]. African countries need to reduce their over-reliance on such funds and make efforts to tap and harmonize support from other global health initiatives and improve national budget support to the health sector.

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[40] Ibid

[41] Science, Technology and Innovation in Africa's Regional Integration: From Rhetoric to Practice. John Mugabe, ACODE Policy Research Series No. 44, 2011

[42] Science, Technology and Innovation in Africa's Regional Integration: From Rhetoric to Practice. John Mugabe, ACODE Policy Research Series No. 44, 2011

[43]Public Health in Africa, A Report of the CSIS Global Health Policy Centre, 2009

[44] MDG Report, 2012: Assessing Progress in Africa toward the Millennium Development Goals

159. Progress in general has been good[45]: deaths linked to malaria have fallen by 33 per cent since 2000; share of households owning at least one ITN in Africa has risen from 3 per cent in 2000 to 50 per cent in 2011; the proportion of exposed people protected by indoor residual spraying for malaria rose from less than 5per cent in 2000 to 11per cent in 2011; AIDS-related deaths fell by 30 per cent between 2004 and 2010; more people are living with HIV/AIDs due to access to treatment; annual infections fell by 21 per cent between 1997 and 2010; HIV has fallen in 21 African countries; TB deaths have declined by more than a third since 1990. The Global Fund, the Abuja Declaration, Stop TB, the African Leaders' Malaria Alliance, the Roll Back Malaria Partnership all point to strong political commitment.

160. Many analysts have argued that the attention and resources received by the "Big Three", while positive, has at the same time shifted attention and resources away from other no less important public health challenges the continent faces. These include maternal health, bacterial and parasitic diseases and non-communicable diseases. Some of these neglected tropical diseases include: vector-borne protozoan infections; bacterial infections and parasitic worms. Treatment for these diseases, affecting mostly the poor, often in rural areas, is simple and inexpensive.

161. In the coming decades, infectious diseases will remain the predominant public health challenge for Africa, but chronic non-communicable diseases (diabetes, hypertension, heart diseases, cancer and chronic respiratory conditions) are an increasing burden and are rising rapidly due to urbanization and lifestyle changes. According to the WHO, chronic diseases will overtake communicable diseases as the most common cause of death in Africa by 2030[46]. For example, diabetes cases in Africa in 2006 were estimated at 10 million and expected to reach 20 million by 2025, and many cases go undiagnosed. Mortalities related to road deaths and urban violence is also on the rise with increased urbanization.

162. Progress made by Africa with respect to MDG Goal 4 (reduce child mortality) and Goal 5 (improve maternal health) illustrate other key areas of challenge faced by African countries.

163. Of the 26 countries worldwide with under-five mortality rates above 100 deaths per 1,000 live births in 2010, 24 are found in Africa. African doubled its average rate of reduction in child mortality from 1.2per cent in 1990-2000 to 2.4per cent in 2000-2010 with some countries as the best performers (Madagascar, Malawi, Eritrea, Liberia, Niger and Tanzania). The overall decline however is insufficient for Africa to meet the MDG target by 2015[47].

164. With respect to Goal 5 (maternal mortality), there are serious concerns for most African countries. At a reported average maternal mortality rate (MMR) of 590 deaths per 100,000 live births for Africa in 2008, this translates to an African woman giving birth dying every 2.5 minutes, 24 every hour, 576 everyday, and 210,223 every year[48].

165. Funding for public health in Africa faces significant challenges. SSA with 11per cent of the global population and 24per cent of the disease burden receives only 1per cent of global health expenditures[49]. 53 African countries signed the Abuja Declaration pledging allocation of 15per cent of their national budgets to health sector. However, most have remained off target and seven have actually reduced funding levels.

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[45]MDG Report 2012: Assessing Progress in Africa toward the Millennium Development Goals
[46] Public Health in Africa, A Report of the CSIS Global Health Policy Center, 2009
[47]MDG Report 2012: Assessing Progress in Africa toward the Millennium Development Goals
[48] MDG Report 2012: Assessing Progress in Africa toward the Millennium Development Goals
[49] The Future of Healthcare in Africa, Economist Intelligence Unit, 2012

166. Non-communicable diseases have generally been marginalized within African public health strategies with 80per cent of public health budgets allocated to acute communicable diseases. Given this situation, investments to build public health capacities have been limited with the result that the systems in place have degraded to the point that they are unable to provide the needed health services, particularly for the rural and urban poor.

Box 4: Highlights of Key Gaps – Human Capital Development, Science, Technology and Innovation
Progress on the economic front has not been sufficiently reflected in Africa's human development indicators and is not buttressed by improved capacity in science, technology and innovation. Areas to address include the following: • Improving educational quality and depth at the primary level to complement advances in primary enrolments • Investment of more resources to improve tertiary education, including putting in regional strategies to build capacities in science, technology and innovation to bolster competitiveness of African economies • Address key heath sector challenges: the scourge of HIV/AIDS, Malaria, TB; maternal and child mortality; and the rising tide of non-communicable diseases.

3.5 AGRICULTURE, ENVIRONMENT AND NATURAL RESOURCES

Agriculture, Food and Nutrition self-sufficiency

167. Agriculture is central to economic and social development in Africa and crucial for the achievement of sustainable development goals of poverty reduction and eradication of hunger. . With three-quarters of Africans living in rural areas depending on agriculture and natural resources for their livelihoods, and with agriculture and environment contributing the lion's share of the GDPs of most of African countries, the performance of agriculture and the rural economy has a direct and consequential impact on overall performance of the economy. These will have far reaching ramifications on the achievements of growth, transformation, poverty reduction, social development and other goals.

168. Key indicators of the state of African agricultureinclude the following:[50]

169. Africa is blessed with abundant land and natural resources.It contains some 60per cent of the world's arable land. African land area is 12 times larger than India's, with lesser number of people. Africa is also blessed with abundant water resources, including but not limited to the 63 international river basins.

170. Nevertheless, agricultural productivity has been one of the lowest in the whole world: on average, cereal yields in Africa are estimated to be about a quarter of those of other major developing regions – and have barely increased in the last three decades.The picture for livestock productivity is no different, since significant health and production challenges constrain livestock development and trade in Africa. The livestock sub-sector is estimated to contribute close to 30per cent of the total Agriculture GDP.

171. Part of the reason is because little investment goes to African agriculture – with the result that African farmers use less than 10per cent of the amount of fertilizer in Southeast Asia; yet about 16percent of all soils in Africa are classified as having low nutrient reserves while in Asia the equivalent figure is only 4 per cent. Drought is a more recurrent phenomenon in Africa than in other regions negatively impacting production and livelihoods, yet only 7per cent of Africa's crop land is irrigated compared to 40per cent in Asia.

[50] MDG Report 2012: Assessing Progress in Africa toward the Millennium Development Goals; also various reports of FAO.

172. Largely due to such an under performance, Africa finds itself as the continent which fails to grow enough food to feed its own citizens.Hunger and poverty are prevalent – 240 million Africans do not eat well for their health and well-being.

173. This is aggravated by the precarious state of the environment that supports the agricultural resources base. About 70per cent of Africa's land is under arid or semi-arid environment, with severe degradation of natural resources undermining land productivity and exacerbating the vulnerabilities of ecosystems as well as livelihoods. Africa is also one of the most vulnerable regions to the impact of climate change and climate variability, but with little capacity to adapt.It is estimated that close to 200 million people in Africa experience water stress and 13per cent of the population go through an incidence of drought every generation. Some regions experiencing water stress such as the Sahel and the Horn of Africa region have been victims of recurrent and persistent drought and famine.In 2012 alone, up to 17 African countries suffered protracted food crisis resulting from recurrent natural disasters and/or conflict, several years of food crisis, breakdown of livelihoods and low institutional capacity.Apart from water stress, climate change impacts in Africa are forecast to include widespread flooding and migrations.

174. The state of rural infrastructure is so poor that road density in Africa is 2.5 times less than in Latin America and 6 times less than in Asia.The average transport cost per km for the Douala-N'Djamena (Cameroun-Chad) distance is almost 3 times that of the USA, and 2 times that of Western Europe. This applies to power, water, telephone, internet services, etc., which clearly undermines intra-African trade, productivity and competitiveness. Post-harvest losses, amounting to a staggering estimate of up-to 40per cent for some crops, poses a significant challenge, but also offers immense opportunities for development of agro-processing and agribusiness in Africa.

175. Africa trades more with the rest of the world than within itself; Intra-African trade has been less than 10per cent against 40 in Europe and 60per cent in North America, in 2010. According to some estimates, annual agricultural import bill is currently close to US$40-50 billion (used to be some US$20 billion in 2006); exports on the other hand, have stagnated at only US$14-15 billion. Extent of dependence is becoming unsustainable!

176. Recently Africa has registered a positive growth trend in agriculture, which also contributed to the improvement in the performance of the overall economy. However, it is worth noting that most of the growth in agricultural output has come from expansion of land under cultivation, and at the expense of forests, grazing lands, etc., not very much from increased productivity.

177. With a number of countries subscribing to the principles of CAADP that calls for allocation of at least 10per cent of their respective national budgets to agriculture, there has recently been an improvement in budgetary allocations to agriculture, but public spending in agriculture in many African countries still stands as little as half of what it is in Asian countries. On the other hand development assistance has been falling from 18per cent in late 1970s to just about 3per cent recently.

178. Therefore, there is a need to properly address the challenges of enhancing investment to spur agricultural growth and productivity. The fact that yield levels are currently low offers opportunities to make a huge gains; E.G if cereal yields were to be doubled to two tons/ha on average (still half of the average in the developing world, which is apparently achievable target in the short term) — Africa would grow an extra 100 million tons of food per year. This would shift Africa to a major food surplus region and help eradicate hunger and poverty on the continent.

Environment and Natural Resources Management

179. Africa's economic growth prospects and poverty reduction efforts will very much depend on progress made to preserve, sustain and manage the environment and natural resources of the continent and address the effects of climate change.It is a matter of profound concern that environmental risks contribute to about 28 per cent of Africa's disease burden. Some of these risks stem from Africa's poor waste disposal capacities and constrained access to safe drinking water, now pitched at only 60 per cent for the sub Saharan population. About 330 million of people in

Africa have no access to safe drinking water, almost a third of the total number worldwide.Furthermore, water scarcity is estimated to increase to 65 per-centby 2025, up by almost 20 per cent since the year 2000. All these would impact adversely on the life-support functions of the environment, and impair the flow of vital ecological services to humans, flora and fauna.

180. Freshwater access and sanitation go hand-in-hand, but the latter is often compromised by the former following the flow of untreated municipal waste water effluents, pollution of ground water sources by nitrate fertilizers, and phosphate-based eutrophication of water reservoirs in dams.

181. Over the years, more specifically since 1972, despite tremendous strides that were made institutionally and legally, the state of the environment in Africa has been experiencing steady deterioration, with significant threats affecting atmospheric and freshwater resources, land, coastal and marine environments, forests and woodlands, and biodiversity. Pollution levels have grown appreciably as the quest to industrialize and broaden Africa's manufacturing base have materialized without much attention being directed to addressing the requirements of environmental impact assessments. The establishment of environmental institutions has grown rapidly, but the implementation of legislative sanctions has not proceeded at the same pace. For instance, while air quality standards for the transport and industrial sectors, including air monitoring systems, have been institutionalized in many African countries, enforcement has been weak, thereby defeating the real purpose of containing the challenge of outdoor air pollution. About 40,000 deaths occur in Africa as a result of outdoor air pollution.

182. As regards indoor air pollution, it is estimated that concentrations could well be between 10-30 times the World Health Organization limits.As such, while Africa can boast of having some of the finest policies and strategies on environment, the limited implementation of the various decisions has resulted in economic change that is far from realizing the goals of sustainable development. This remains a key challenge.

183. Africa has registered considerable success in phasing out leaded fuel as well as in reducing the sulphur content of diesels. But more needs to be done by way of improving energy access opportunities, and expanding possibilities

184. There is need to establish robust waste management regimes in Africa considering the growing use of adverse agrochemicals with extremely toxic properties. Persistent Organic Pollutants (PoPs) form part of the growing chemical stockpiles, many of which consist of obsolete pesticides, and therefore increasing the risks of pesticide poisoning in Africa. Adding to this environmental burden is the burgeoning e-waste stream, caused mainly by the phenomenal growth of the ICT sector, most notably characterized by the increased use of mobile telephones and computers. Dumping of chemical wastes has also generated acute environmental hazards. In West Africa, the dumping of highly toxic chemicals in 2006 led to 17 deaths and over 30,000 people rendered acutely ill in the process.

185. As Africa's consumption of chemical fertilizers is predicted to rise, several measures need to be put in place as a matter of urgency. Firstly, Africa must participate effectively in the negotiations of the embryonic mercury convention. Secondly, Member States should beef up legislative instruments and promote the application of the polluter-pays-principle. In addition, regional cooperation arrangements need to be strengthened to facilitate implementation of the Basel, Stockholm, and Bamako conventions.

186. Africa's vulnerability to climate change is aggravated by the massive dependence of the majority of its population on environmental and natural resources.When weather conditions change as a result, the adverse impact on livelihoods is felt very directly; it leads to income, food, and nutrition insecurities. Moreover, African countries would be able to cushion themselves against climate change excesses if adaptation was not exacerbated by lack of economic diversification and absence of insurance systems. Addressing these concerns would enhance the flow of investments in the climate sensitive agricultural domains by significant quantities. The establishment of the Africa Risk Capacity is designed to address some of these challenges.

187. At present, Africa's population lacks the robust coping mechanisms and safety nets to deal with extreme weather events sparked by climate change. Governments are therefore urged to enhance the adaptive and coping capacities of communities, their disaster preparedness and response capacities, and seek to support the National Adaptation Programmes of Action (NAPAs) through action-oriented instruments. But the process of building climate resiliencies has been handicapped by the weak implementation of such plans, inadequate funding, and failure to integrate NAPAs into national budgets and development planning processes.

188. Coastal and marine resources represent a treasure trove of wealth that remains to be tapped for the benefit of many African countries. Six island states and 33 countries of mainland Africa share coastlines. But marine pollution has been a serious hazard, of which 80 per cent stems from land-based activities involving flows of untreated sewage, agricultural run-off, and chemical wastes. For the vast benefits to be realized, actions to mitigate against such adverse complications should be set in motion, including rapid ratification of the Bamako, Nairobi, and the Abidjan conventions; promote Marine Protected Areas, and enhance the capacities of the Integrated Coastal Zone Management institutions.

189. As regards land, Africa has experienced severe forms of land degradation in recent years. It is estimated that in Mali, Lesotho, Ethiopia, and Burkina Faso, 60 per cent of the population live in degraded land. The consequences on agricultural production have been drastic. In fact, agricultural losses have ranged between 2-40 percent, the worst globally.

190. Efforts to promote sustainable management practices have grown over the years, with the Great Green Wall for the Sahara and the Sahel Programme being a pre-eminent one in this regard. It would also be necessary for governments to be circumspect towards land tenure regimes that grant foreign investors the license to undertake types of production that alienate African farming communities and therefore deprive locals the productive land committed to promoting food self-sufficiency. Hence, regulation of land acquisitions through contractual arrangements that undermine national food security mechanisms should be improved. Those that reduce forest cover and enhance inefficient water use should also be avoided.

191. In 1990, Africa had 31.2per cent forest cover, but by 2010, this had fallen to 28.1per cent. The decline in forest cover threatens rural livelihoods and biodiversity, and is associated with overexploitation and conversion of forests to other uses driven by population growth, economic development and the drive to fulfil basic needs of populations;

192. Adverse climate trends are almost a certainty and climate change is already compounding the trends in resource degradation and resulting in loss of decades of hard-won development gains with increases in floods, loss of biodiversity, desertification, water scarcity, droughts and other effects. The continent needs to address climate change with renewed urgency and ensure climate-resilient development through adaption and mitigation.

193. Environmental resources management is essential to the sustainable development of African Small Islands Developing States (SIDS). Yet these are faced with many constraints:

- Climate change and sea level rise: SIDS are particularly vulnerable to climate change and sea level rise due to concentration of population, agriculture and infrastructure in coastal areas;
- Natural and environmental disasters: they are prone to cyclones, volcanic eruptions and earthquakes. 13 of the 25 most vulnerable states vulnerable to disasters are SIDS;
- Waste management: shortage of land areas and resources, and rising populations pose a problem of safe disposal of solid and liquid waste;

- Coastal and marine resources: because of small size, SIDS are essentially coastal entities with economic development concentrated in coastal zones. Achieving ecological and economically sustainable use of coastal and marine resources is a challenge;
- Freshwater resources: SIDS small size, geological, topological and climatic conditions make freshwater availability a challenge;
- Land resources: small size, land tenure, soil types, relief and climate limits land area available for settlements, agriculture, mining, forestry, tourism and infrastructure, creating intense competition between different land use options; a situation further complicated by degradation of the limited land resources available;
- Biodiversity resources: small size, isolation and fragility of island ecosystems render biological diversity as highly threatened;
- Energy resources: heavy dependence on imports, coupled with inefficient use and varying potential with respect to renewable sources (wind, solar, geothermal, ocean thermal and wave energy).

194. The integration of environmental considerations into national decision-making processes is therefore considered the single most important step for SIDS to ensure that these problems are resolved.

195. The overall assessment of Africa's response to its environmental challenge shows progress but faces challenges in coordination, harmonization of laws and policies and weak national institutional and technical capacities. Africa needs to take advantage of new opportunities in the post Rio+20 context and the creation of new financing mechanisms (e.g. Green Climate Fund and the Adaptation Fund) to address its sustainable development.

Box 5: Highlights of Key Gaps - Agriculture, Environment and Natural Resources
Despite a huge agricultural potential in terms of available arable lands, biodiversity and natural resource endowments, outstanding challenges in exploiting this potential include: • Boosting investment in agriculture, especially allocation from national budgets to meet the 10% target set under CAADP • Measures to improve productivity of agriculture through, policy, institutional and technological initiatives • Measures to preserve Africa's environment including biodiversity, marine and coastal management, drought and land degradation and deforestation • Put in measures to address to address climate change, especially taking into account the needs of African Small Islands Developing States • Address Africa's water and sanitation needs

3.6 GENDER EQUALITY AND WOMEN AND YOUTH EMPOWERMENT

Gender Equality & Empowerment of Women

196. The existence of widespread gender inequalities between men and women has manifested itself in the disproportionate burden African women bear of the poverty, illiteracy and disease. While they constitutive more than half of Africa's population (52per cent), they face challenges in accessing equal opportunities and rights, and are severely under resented in decision making positions while at the same time their welfare is grossly undermined by cultural and traditional practices.

197. For African countries, enhancing gender equality and women's economic empowerment are critical to achieving sustainable and inclusive growth and development. It also contributes significantly to meeting MDG goals, especially those linked to maternal and child health, building human capacities and reducing poverty.

Box 6: Gender Equality[51]

"Gender Equality increases people's abilities – women's and men's – to be educated and healthy, have voice, take advantage of opportunities and make informed choices. These abilities are vital for societal and national transformation and development."

198. In general, countries that invest in and promote gender equality and empower women economically are more successful in reducing poverty.Africais making advances on several fronts although progress is slow and there is still a long way to go.

199. With respect to education the following trends have been reported[52]:

- Many countries are making significant progress in gender parity with respect to Primary School Education as indicated by the continuous improvement in the ratio of girls' to boys' enrolment. For example between 1990/91 and 2009, 29 out of 42 African countries scored higher than 0.9 in the parity index (i.e. 90 girls compared to 100 boys), 3 and 8 countries scored 1.0 or slightly above. More recently, UNESCO (2012) reported that 31 out of 50 countries had a gender parity index less than 1.0, but 16 countries had a score of 1.0 and in two others the enrolment of girls was higher than for boys;
- Relative to other regions Africa is addressing the gender gap in Primary Education faster as compared to South East Asia, Latin America & the Caribbean and West Asia. However, the continent is below the average for the group of LDC's;
- Gender parity at secondary level is however less promising and advances are less clear. Dropout rates are generally higher for girls than for boys in most African countries;
- Gains at the tertiary level show even less progress, although women's enrolment at this level is growing faster than for men.

200. The advancement of women's rights in Africa has been demonstrated through the high ratification of the Protocol; to date, 36 Member States of the AU have ratified the Protocol and 12 others signed and this provides great hope for Africa while CEDAW remains the global instrument for advancing women's rights.

201. The continent is making steady progress with respect to representation of women in decision making, as indicated below[53]:

- In 2011, the proportion of seats held by women in national parliaments in Africa was surpassed only by the developed countries and Latin America;
- Many countries have adopted legal frameworks guaranteeing seats in their national parliaments which are important driver of progress;
- Available data for 57 countries shows that 10 countries[54] (Rwanda, Seychelles, Senegal, South Africa, Mozambique, Tanzania, Uganda, Angola, Algeria and Burundi) have achieved the 30 per cent target of Women parliamentarians. 3 other countries are close to reaching the target (Ethiopia, Tunisia and Sudan).However, 15 countries have fewer than10 per cent of women in their national parliament.

[51] MDG Report 2012: Assessing Progress in Africa toward the Millennium Development Goals
[52] Ibid
[53] MDG Report 2012: Assessing Progress in Africa toward the Millennium Development Goals
[54] Inter-Parliamentary Union 2013: Women in National Parliaments

202. Women's economic empowerment shows the least progress as indicated below:

- Women's employment outside of agriculture is low when compared to other regions. In 2009 Africa's score stood at 32.6per cent compared to 43per cent for Latin America & the Caribbean and 41.7 per cent for East Asia;
- The majority of women employed outside agriculture are found in the informal sector which is characterized by low earnings, lack of social protection and vulnerability to economic downturn and other factors;
- In the formal sector gender wage disparities continue to exist in many African countries;
- African women have less control of land than other regions. On a scale of 0 (representing no access to land tenure) to 1 (full access to land tenure), SSA was rated 0.40, while Central & Eastern Europe and Central Asia, Latin America & the Caribbean, and East Asia & the Pacific regions were all rated above 0.80. South Asia was rated 0.55 and the Middle East and North Africa were rated greater than 0.60 in terms of women's access to land tenure[55].

203. The AU and its Commission, as well as regional bodies, all place a good deal of emphasis on gender equality and women's economic empowerment. The box below presents the AU Gender architecture. These are encouraging developments but their provisions must be fully implemented to be meaningful.

Box 7: The African Union Gender Architecture
The AU Gender Architecture includes:
(i) The Constitutive Act;
(ii) The AU Gender Policy;
(iii) Protocol to the Charter on Human and People's Rights on the Rights of Women in Africa
(iv) African Women's Decade;
(v) Fund for African women; and
(vi) Solemn Declaration on Gender Equality in Africa (SDGEA).

Youth Empowerment

204. Africa has a very youthful population. Data from the United Nations Population Division show that in 2010 there were 364 million Africans aged 15–34 years and 209 million aged 15–24 years. These accounted for 35.6per cent and 20.2per cent of the total African population, respectively.

205. In promoting youth development and empowerment this strategic plan approaches African youth in two ways: First, it provides a *window* into the current status of youth in Africa , and second it identifies and provides *strategic recommendations* that the African Union Commission and AU Member States can take to achieve sustainable youth development. In presenting the latter, an integrated youth development approach is adopted. This approach "treats young people neither as children nor as uninformed or incomplete adults, but rather as young adults with their own strengths, talents, and energies, and also with particular problems that should be faced in collaboration with them, and as far as possible, on their own ground" (Morrow et al., 2005: 3).

[55] UNDP Africa Human Development Report 2012

206. It is evident from the foregoing that Africa is experiencing a youth bulge, defined as an "extraordinarily large youth cohort relative to the adult population" (Urdal, 2004: 1). This youth bulge presents myriad reasons for concern given indications of a strong correlation between countries prone to civil conflict and those with burgeoning youth populations (Beehner, 2007; Bryan, 2010).

There have been some improvements in their socioeconomic conditions but African youth face many challenges including the following key ones:

- Education: The focus on quality, critical and strategic thinking as one of the essences of education at all levels has become problematic. Dilapidated infrastructure, weak practice components of syllabus and poor remuneration package of teachers, has resulted in low learning outputs, educational attainments at secondary and tertiary levels;
- Employment: This is a key issue faced by the youth. Estimates put youth unemployment at under 5 per cent for Malawi and Rwanda, above 20 per cent in Ghana, Zambia and Zimbabwe and over 30 per cent in Mauritius, Botswana, Lesotho, Namibia, Swaziland, Algeria and South Africa[56]. Unemployment rate for educated youth is reported to be three times higher than for the uneducated youth. 3 in 5 of the unemployed are youth. Underemployment is high and many youth are forced to fend for themselves in the informal sector. The reasons for the high rate of youth unemployment/underemployment in Africa include: (i) lack of productive jobs as the sectors that are behind the rapid GDP growth rate in Africa in the last decade (e.g. mining and exploitation of natural resources) are poor job creators; (ii) inadequate alignment and a mismatch between demands of the labour markets and the educational systems; (iii) limited prospects in the public services; (iv) small private sector base; (v) discrimination by employers based on the supposed lack of experience by youth; and (vi) poor perception for vocational training. Youth entrepreneurship and skills training through TVET are essential to addressing the problem;
- Health:Young people's unmet need for prevention information, equitable access to services and treatment coverage remains a long term burden for health policy, systems and financing in Africa. Youth are the most affected by the three major diseases HIV/AIDS, Malaria and Tuberculosis. Emerging challenges of alcoholism and illicit drugs have induced the recorded cases of youth with mental disorders, disabilities and accidents amongst others. HIV aids is the most important cause of death among African youth and one of the biggest youth public health issues; however the UNECA MDG report of 2010 indicates that HIV aids prevalence and mortality among the 15 -24 year olds is falling;
- Poverty: Poverty among youth is very high and it is estimated that 71 per cent of young people in Sub-Saharan Africa live on less than 2 USD/day;
- Violence and Conflict: The social capital of young people are seldom been harnessed for social good. The state of governance and inequality in the continent has marginalized the youths and in most cases leaving them vulnerable to the consequence of political armed conflicts and wars. Youth are both victims and perpetrators of violence especially political and urban violence;
- Participation in decision making: There are significant efforts to engage youth at all levels including at regional and continental levels (the African youth parliament, the Mano River Union youth Parliament, Youth Forums, representation at AU Summit, Conference of Ministers and Expert consultations). This process needs to be expanded and strengthened.

207. There are several regional and continental initiatives designed to tackle youth issues.

[56]Regional Overview: Youth in Africa, UN 2011

Box 8: Examples of Continental Initiatives to Address Youth Issues
At the African Union level these include: • **The AU Second Decade of Education (2006 – 2015)** • **The AU (2009 -2018) Ten year Plan for Youth development and empowerment** • **The AU Youth Volunteer Corps Program** • **Periodic State of the Youth Report andthe Africa Youth Day**

208. Although the African continent's youthful population requires accelerated investments in all aspects (infrastructure, governance, service delivery and public accountability etc), the opportunity of a demographic window in Africa presents new hopes to leap frog Africa into middle-income economies in a few decades – the "demographic dividend" –. This is the result of an increase in size of the labour force, a decline in dependency ratios, increased national savings and acceleration of urbanization.

209. For Africa to capitalize on this potential more needs to be done to invest in education and skills, and in health and employment in both rural and urban settings; particularly linked to science, technology and innovation. Such measures will create employment but will also enable Africa to maintain its current growth momentum. Finding solutions in the context of regional integration (free movement of skills, capital and resources) offers the best chances for success, rather than purely individual country level ones[57].

Information and Communication

210. Africa has long been communicating through traditional media e.g. face to face, radio, TV and newspapers. However, recent decades have witnessed the adoption of new media. These include social media, mobile phones, and satellites. Internet penetration in still low but is increasing. All these new media have helped to spread information faster, narrow the digital divide and break down barriers.

211. Many other improvements have taken place on the communications front, including an increase in the number of media houses, and the number of trained journalists and bloggers, (although there is still need to encourage more female journalists). In addition, legislation has been promulgated that allows for greater access to information and freedom of speech. The AU for example has adopted the African Charter on Human and Peoples' Rights, which in Article 9, states that "Every individual shall have the right to receive information. And every individual shall have the right to express and disseminate his opinions within the law."

212. In order to promote greater awareness of African achievements, the AU has adopted a number of strategies. Among them are: a branding campaign, strong media liaison, dissemination of information, facilitating interviews with top continental leaders, publishing written materials and facilitating visits to the AU headquarters. This has contributed to an increase in the coverage of African development issues.

[57]Regional Integration Policies to Support Job Creation for Africa's Burgeoning Youth Population, ACBF working Paper No. 21, 2011

213. However, there is still need for Africa to tell its own story more effectively. African success stories are still drowned out by the negative images. A more balanced presentation of Africa is required.

3.7 OVERVIEW AND CONCLUSION OF SITUATIONAL ANALYSIS

214. The preceding sections have presented a picture of an Africa making steady progress across a broad front, spanning economic growth, social development and democratization, development of human capital and fostering peace and stability. Many of the gains made have elements of sustainability, and are likely to be maintained unless significant disruptive forces emerge to derail the path to progress and self-reliance.

215. However, notwithstanding these gains, significant challenges lie ahead: the global financial crisis and economic recession/down-turn poses several risks for hard-won gains, particularly on the likely dampening effect on demand for raw materials. Also China, an important partner for Africa, may see its growth slowdown due to a decline in global demand for manufactured goods with negative effects on Africa. Furthermore, there is limited intra-African trade[58] (only 10-12per cent) to take up the slack in global demand. Despite the positive economic performance and outlook, failure to create jobs and opportunity for a rapidly growing urbanized, educated and youth population may have dire consequences for the future.

216. Large masses of the African population are trapped in poverty and progress towards achieving the MDGs is still weak – it is reported that steep declines in poverty will require African economies to grow at a 7per cent annual rate, and that it will take decades of growth to make a significant dent on poverty[59]. Despite ample agricultural lands and the extraordinary rebound in economic growth, a quarter of the population of Sub-Saharan Africa are undernourished, a third of the children stunted and the spectre of famine which has disappeared elsewhere in the world continues to haunt the region[60].

217. While exploitation of the continent's resource can fuel growth, care is needed to avoid the phenomenon of "growth with hunger" due to the often glaring inequalities, resource-rich African economies are known for. Africa's rich mineral resources have generated conflict as evidenced by the tensions between Sudan and South Sudan and the phenomenon of conflict minerals in Sierra Leone, Liberia and the DRC.

218. Although the continent has made progress with regards to women's participation in public life, but access to productive resources remains a challenge. Similarly, concerted efforts are needed to address the challenges and opportunities associated with Africa's "youth bulge".

219. Politically, recent events in Mali and Guinea Bissau, as well as the impact of the "Arab Spring" in the North African countries of Tunisia, Libya and Egypt, underscore the fragility of the gains made in the promotion of peace, security and stability in Africa. Other threats include: the drugs trade in West Africa, affecting particularly Guinea Bissau, now a major transit point for drugs from Latin America destined for Europe; the terrorist threat in the Maghreb region; the lack of opportunity for youths in West Africa that is behind the unfortunate and often tragic surge in illegal immigration to Europe; and threats posed to Africa's land resources due to land degradation, loss of biodiversity, desertification and climate change.

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[58]This continental average is much lower when compared with other regions: 70% in the European Union; 32% in North America; 47% in developing Asia; and 27% in LAC. There are significant variations between sub-regions in Africa as well: West Africa 4% in 2009; SADC 12%; East Africa 13%.

[59] Africa in 50 Years' Time – The Road Towards Inclusive Growth, AfDB September 2011

[60] UNDP Africa Human Development Report, 2012

Africa's Post 2015 Agenda

220. Consultations spearheaded by AUC/UNECA/UNDP-RBA with Member States on Africa's post-2015 agenda in 2011, involving 32 countries and 112 representatives, suggest that of the three options proposed (extending the deadline but retaining the current framework; reformulation of MDGs; replacing it with an alternative framework) reformulating the MDGs was the preferred option. Suggestions for reformulating the MDGs included the following in the Table below:

Table 6: Suggestions from African Countries for Reformulating the MDGs in the context of post-2015 Agenda

MDG Goal	Perceived Gaps to be addressed in reformulation
Goal 1	Insufficient focus on inclusive growth and job creation
Goal 2	Too much emphasis on primary education and less on post-primary education
Goal 3	Should go beyond women's representation in parliament to include local government level, sexual and gender-based violence, access to finance
Goal 4-6	Health status of the aged, non-communicable diseases and mental health
Goal 7	Rural-urban migration, internal displacement and climate change
Goal 8	Focus should be on trade – global and intra-African trade, not just aid

221. Key priorities indentified included investment, agriculture and food security, infrastructure, governance, and peace and security. See Table below.

Table 7: Priorities for the post-2015 development agenda: perspectives from Africa

MDG Goal	Priority Area
Promote transformation and sustainable growth	• Prioritize employment creation • Promote rural development • Promote agriculture, value addition of primary commodities and Resources • Ensure food security • Promote and expand trade, markets and regional integration and investment • Prioritize sustainability and support green economy initiatives • Increase commitments to multilateral environmental agreements
Promote education and technological innovation	• Strengthen quality and access to basic and tertiary education • Invest in secondary, tertiary and vocational education • Promote technology transfer • Invest in research and development
Promote human development	• Promote gender parity/empowerment of women in all spheres of endeavour • Protect human rights and ensure justice and equality • Promote access to social protection

	• Promote maternal and child health • Support and empower the elderly and disabled • Prioritize disaster risk reduction and climate change adaptation Initiatives • Promote access to ecosystem services and biodiversity

222. To create an enabling environment for realization of the post-2015 agenda, the following enablers were identified: enhanced peace and security; good governance; human rights for all; strengthened access to justice and equality; a credible participatory process; and enhanced capacity to measure progress and ensure accountability.

223. The mixture of progress and regression, alongside the vast untapped potential of Africa has led some observers to posit different scenarios for the continent in the coming years, as depicted in Box 3. These various scenarios have different sets of capacity implications[61]. However, other forecasts paint a more optimistic picture, and conclude that "the balance of evidence suggests that the next half century in Africa offers good prospects for realizing the African vision of a dynamic, diversified and competitive economic zone in which extreme poverty is eliminated within peaceful, stable and vibrant societies."[62]However, much will depend on the policy directions African countries will adopt in response changing world conditions and drivers of change – global, physical and human – in the coming decades.

224. For the continent to prosper, be on a positive trajectory and avoid relapsing into one of the less desirable scenarios outlined above, Africa needs to among other things strengthen intra-African trade (currently stands at only 10-12per cent compared to 40per cent and 50per cent respectively with Europe and America), enhance agricultural productivity and put in measures to address chronic food insecurity, strengthen economic and political governance systems, devise strategies to exploit its vast comparative advantages in raw materials (including by adding value), increase the pace of regional integration and find service solutions to improve the welfare of its citizens.

FIGURE 1: AFRICA - POTENTIAL SCENARIOS FOR THE NEAR FUTURE

Optimistic: High degree of coherence with strong leadership, polity owns economic growth agenda, home-grown democracies, leadership and representation in international institutions and debates, Africa contributes to international trade, finance, etc; conflicts resolved and service solutions in place (health, gender, water, education)

Realistic: sub-regional mosaic of success mixed with regression; variable quality of democratic and economic governance; differentiated economic performance; ad hoc cooperation between countries, few countries driving external agenda, development results are mixed, isolated successes in service provision, external aid driven by external security needs and donor-based evaluations of capacity and need.

Gloomy: Externally driven states with little regional cohesion and cooperation; new technologies and business models threaten domestic production, governance standards externally set; Africa under-represented in international forums and debates.

Source: ACBF Third Strategic Medium Term Strategic Plan (STMP III 2012-2016)

225. While the bulk of the effort rests with member-states, sub-regional and regional bodies such as the RECs and the African Union Commission (AUC) have an important facilitating role especially with respect to policy and strategy setting, coordination and catalyzing socio-economic and integration agenda, consensus building &advocacy, experience and information, communication and advocacy, and generally setting the framework and putting in place

[61] ACBF's STMP III
[62] Africa in 50 Years' Time – The Road Towards inclusive Growth, AfDB September 2011

the enabling conditions necessary for peace, security, political stability and growth – i.e. the creation of **continental and regional public goods**.

SWOT Analysis

226. In order for the Commission to position itself to implement this Plan, a SWOT analysis has been applied to identify its strengths and opportunities to be fully utilised, weakness that needs to be addressed in order to improve efficiency and effectiveness, as well as, threats for proper actions. The results of this analysis, combined with the assessment of the implementation of the Strategic Plan 2009-2012 are tabulated below

Table 8: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of the AU Commission

Strengths	**Weaknesses**
• Improving global profile • Growing capacity to convene continental agenda- • Determination of Commission's leadership • Coordination of African Peace and Security Architecture • Collaboration with RECs • Staff diversity in terms of culture, expertise and background • Adequate physical infrastructure African Youth's readiness to participate in continental developmental and humanitarian efforts	• Weak and non-responsive service delivery • Inadequate organizational structural arrangements (Maputo) • Unsupportive organizational culture/ attitudinal behaviour – weak collaboration (silos mentality, lack of team work, resistance to change etc.) • A predominantly activity based mentality (Results Based Management is yet to take root) • Noncompliance with Staff Rules and Regulations • Shortage of staff • Lack of In-house training • Dependency on expertise from outside the Commission • Lack of respect for time and meeting deadlines • Absence of robust monitoring and evaluation framework • Duplication of effort within the Commission and with NEPAD and RECs • Poor and delayed reporting • Weak implementation of Decisions and programs • Inability to organize and present reasonable in-house data • Resistance to change • High staff turn over • Lack of sustainable funding • Lack of clear focus/limited prioritization in programme design/implementation
Opportunities	**Threats**
• Steady economic grwoth • Goodwill of Member States to build a strong Union • Africa's increasing ability to speak with one voice • Goodwill by Development Partners to support the Commission's programs	• Overdependence on Development Partners for program budget • The perception of the Commission as a non-value adding organisation • Poor visibility of both the Union and the Commission • Late payment of Member States contributions • Climate change,

• Growing Africa's experience to solve its own problems • New strategic partnerships for Africa • Collaboration with NPCA, and other AU Organs, RECs and Regional Mechanisms (to support the mandate) • A general sense of Pan Africanism • Availability of professional support from Pan African organizations such as the AfDB and UNECA • Good governance through APRM	• Limited commodities • Youth unemployment • Conflicts • Fundamentalism • Terrorism and extremism • Africa's Inadequate representation in the UN Security Council • Lack of Member States to implement AU Decisions, Resolutions and Treaties • Lack coordination among African groups in i.e. New York, Geneva, Brussels, etc • Lack of Member States full adherence to OAU/AU Treaties • Re-emergence of coup d'etat

PART III:

The 2014-2017 Strategic Plan

CHAPTER 4: THE 2014-2017 AUC STRATEGIC PLAN

227. This Chapter presents the 2014-2017 Strategic Plan of the African Union Commission. In the first section of the Chapter, the key priorities to be addressed during the plan period are highlighted. The section builds upon the review of the implementation of the 2nd AUC Strategic Plan presented in Chapter 2 and the comprehensive situational analysis in Chapter 3.

228. The second section presents the foundation of the Strategic Plan, including its overall goal and vision, and positions the plan in the context of the long-term vision of the AU, the mandate of the Commission and other relevant statues and instruments of the Union. It also presents an overview of the plan; the sevenoutcomes and related outputs

229. In the final section of the chapter, a detailed description of the related actions and strategies to be pursued is presented.

4.1 STRATEGIC CONCERNS AND PRIORITIES

230. The situational analysis presented in chapter 3 shows that despite the progress made in recent times, the African continent is hamstrung by a number of complex challenges that are acting as a break on a continent which is poised for take-off. These challenges span the economic, political, social, and technological spheres and need to be urgently addressed.

231. The priorities that emerge from the analysis, including priorities for Africa's post 2015 agenda and internal reflection within the Commission can be grouped into eight clusters as presented below. These priorities constitute the point of departure for the 2014-2017 Strategic Plan:

Box 9: The Eight Commission Priorities

1. Promote peace and stability ,including regional initiatives, good governance, democracy and human right as a foundation for inclusion, security and the development of the continent and its people
2. Expand Agricultural production, developing the Agro-processing and businesses sectors, increase market access and attain Africa's collective Food self-sufficiency and nutrition through promotion of smallholder agriculture, sound environment and climate change and natural resource management,.
3. Promote inclusive economic development and industrialization through the acceleration of infrastructure development projects that will aid economic integration and utilization of the continent's mineral and other natural resources.
4. Build Africa's human capacity through the prioritization of Primary Health Care and Prevention; Education, skills development and investment in science, research and innovation, access to clean water and sanitation with inclusion of the vulnerable groups.
5. Mainstream the participation of women and the youth in all priorities and activities of the Union and the continent
6. Implement strategies of resource mobilization, with special emphasis on alternative source of funding, and/or additional funding to enable Africa to finance its programmes and development.
7. Strengthen a people centered Union through active communication of the programmes of the African Union, the branding of the Union and participation of Member States and other stakeholders in defining and implementing the African agenda.
8. Strengthen the institutional capacity of the AUC, the RECs and other organs, and its relations with strategic and other partners

Source: Preamble to AU Commission Roadmap 2012-2016

4.2 THE FOUNDATIONS OF THE STRATEGIC PLAN

232. The foundation of the 2014-2017 Strategic Plan of Commission is the AU Constitutive Act, which sets out the vision of the African Union to "**build an integrated, prosperous and peaceful Africa, an Africa driven and managed by its own citizen and representing a dynamic force in the international arena**", the mandate and mission of the African Union Commission and the strategic priorities defined by the Commission and highlighted in the previous section.

233. The linkages between the 2014-2017 Strategic Plan and the various statues and instruments of the Union and Commission are depicted in Figure 2 and Table 9.

Figure 2: AUC Strategic Plan 2014-2017 Map

234. The Commission's Strategic Plan constitutes the framework that outlines the overall priorities for the four year period 2014-2017, and provides guidance for program formulation and prioritization. It provides space for the AUC to play its facilitating role, especially, with respect to policy and strategy setting, coordination and catalysing Africa's socio-economic and integration agenda, consensus building and advocacy, experience and information sharing. Furthermore, it provides the stage for creating the continental public goods that puts in place the enabling conditions necessary for peace, security, political stability and growth. The Strategic Plan translates the eight priority areas into actions for implementation.

4.3 OVERALL GOAL & VISION OF THE 2014-2017 STRATEGIC PLAN

235. The overall goal of the Strategic Plan is to ***"Accelerate progress towards an integrated, prosperous and inclusive Africa, at peace with itself, playing a dynamic role in the continental and global arena, effectively driven by an accountable, efficient and responsive Commission"***

Box 10: Overall Goal and Expected impacts of the 2014-2017 AUC Strategic Plan	
Goal	**Impact**
Improved quality of life for African citizens **An integrated prosperous and inclusive Africa, at peace with itself, playing a dynamic role in the continental and global arena**	**1. A Peaceful Africa**: Conditions of peace established and maintained on a sustainable basis 1.1 Existing conflicts resolved/New conflicts prevented/absence of conflict 1.2 People engaged equitably in civil society **2. A Prosperous & Integrated Africa** 2.1 Poverty reduced (head count) 2.2 Growth increased: GDP by MS; # MS achieving target of 6% GDP growth rate; # MS increased investment; increased business starts; increased productivity, increased commerce/free movement of goods, services and people across borders; 2.4 Agricultural growth increased: increased value addition to GDP; increased investment, increased farm productivity; improved food security 2.5 Climate change managed: effects of shocks mitigated; resources preserved; incidence of famine and hunger is mitigated

236. Therefore over the four years of the Strategic Plan period, the Commission will seek to accelerate progress towards a stable, peaceful, prosperous and integrated Africa within a good governance environment, while paying particular attention to women, youth and other marginalized and vulnerable groups. The Commission will work to build a People-centered Union through active communication of the programmes of the African Union, the branding of the Union and participation of all stakeholders in defining and implementing the African agenda, including respect for cultural and linguistic diversity. Priority will also be given to the strengthening of the institutional capacity of the AUC, and enhancing relations with the RECs and other organs, and with strategic and other partners.

237. The Strategic Plan is driven by the belief that the African dream of secure, decent livelihoods and the free movement of people, goods and services is not only achievable but can be done in a shorter timeframe. Thus the plan is based on a new sense of urgency on the need to accelerate concrete actions to realize the African Union vision.

238. Priority 5 dealing with women and youth issues had been integrated across all the outcomes in view of their critical role in ensuring that Africa's current path to growth, prosperity and peace is sustained and benefits all segments of the population. Bold actions are needed to tackle these two overarching issues of gender and youth.

TABLE 9: RELATIONSHIP BETWEEN THE 2014-2017 STRATEGIC PLAN AND THE AU VISION AND OTHER INSTRUMENTS

Vision	**"An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena"**
Mission	To become "an efficient and value-adding institution driving the African integration and development process in close collaboration with African Union member states, the Regional economic Communities and African citizens".
Mandate	1. Represent the Union and defend its interests under the guidance of and as mandated by the Assembly and the Executive Council; 2. Initiate proposals for consideration by Policy Organs 3. Implementing the decisions taken by Policy Organs 4. Organize and manage the meetings of the Union; 5. Act as the custodian of the Constitutive Act, its protocols, the treaties, legal instruments, decisions adopted by the Union and those inherited from the OAU;. 6. Establish, on the basis of approved programmes, such operational units as it may deem necessary; 7. Coordinate and monitor the implementation of the decisions of the other organs of the Union in close collaboration with the PRC and report regularly to the Executive Council; 8. Assist Member States in implementing the Union programmes and policies, including, CSSDCA and NEPAD; 9. Work out draft common positions and coordinating the action of Member-States in international negotiations. 10. Prepare the Union's Programme and Budget for approval by the policy organs. 11. Manage the budgetary and financial resources including the collection of the approved revenue from various sources, establishing fiduciary, reserve and special Funds with the appropriate approvals, and accepting donations and grants that are compatible with the objectives and principles of the Union. 12. Manage the assets and liabilities of the Union according to laid down regulations and procedures; 13. Prepare strategic plans and studies for the consideration of the Executive Council; 14. Take action in the domains of responsibility as may be delegated by the Assembly and the Executive Council. The domains shall include the following: i. control of pandemics; ii. disaster management; iii. international crime and terrorism; iv. environmental management; v. negotiations relating to external trade; vi. negotiations relating to external debt; vii. population, migration, refugees and displaced persons; viii. food security; ix. socio-economic integration; and x. all other areas in which a common position has been established. 15. Mobilize resources and devise appropriate strategies for self-financing, income-generating activities and investment for the Union.

	16. Promote integration and socio-economic development 17. Strengthen cooperation and co-ordination of activities between Member States in fields of common interest; 18. Ensure the promotion of peace, democracy, security and stability; 19. Provide operational support to the various organs of the Union. 20. Elaborate, promote, coordinate and harmonize the programs of the Union with those of the Regional Economic Communities. 21. Prepare and submit an Annual Report on the Activities of the Union to the Assembly, the Executive Council and the Parliament 22. Prepare staff Rules and Regulations for approval by the Assembly. 23. Implement the decisions of the Assembly regarding the opening and closing down of sections, administrative or technical offices; 24. Follow up and ensure the application of the Rules of Procedure and Statutes of the organs of the Union; 25. Negotiate, in consultation with the PRC, with the host countries, the Host Agreements of the Union and those of its administrative or technical offices; 26. Build capacity for scientific research and development for enhancing socioeconomic development in the Member States; 27. Strive for the promotion and popularization of the objectives of the Union; 28. Collect and disseminate information on the Union and set up and maintain a reliable database; 29. Ensure the mainstreaming of gender in all programmes and activities of the Union; 30. Undertake research on building the Union and on the integration process; 31. Develop capacity, infrastructure and maintenance of intra-continental information and communication technology; and 32. Prepare and submit to the Executive Council for approval, administrative regulations, standing orders and Rules and Regulations for the management of the affairs of the Union and keeping proper books of accounts.
Strategic Pillars of the African Union Commission	1. Peace & Security 2. Social, Economic & Human Development 3. Integration, Cooperation& Partnerships 4. Shared Values 5. Institutions, Capacity Building and Communication
Overall Goal	The overall goal of the strategic plan is to: **"Accelerate progress towards an integrated, prosperous and inclusive Africa, at peace with itself, playing a dynamic role in the continental and global arena, effectively driven by an accountable, efficient and responsive Commission"**
Key Priorities	The priorities that emerge from analysis and internal reflection within the Commission, and which are the focus of the Commission's strategic plan, can be grouped into eight clusters as presented below 1. Promote peace and stability ,including regional initiatives, good governance, democracy and human right as a foundation for inclusion, security and the development of the continent and its people 2. Expand Agricultural production, developing the Agro-processing and businesses sectors, increase market access and attain Africa's collective Food self-sufficiency and nutrition through promotion of smallholder agriculture, sound environment and natural resource management, including

	climate change. 3. Promote inclusive economic development and industrialization through the acceleration of infrastructure development projects that will aid economic integration and utilization of the continent's mineral and other natural resources. 4. Build Africa's human capacity through the prioritization of Primary Health Care and Prevention; Education, skills development and investment in science, research and innovation, access to clean water and sanitation with inclusion of the vulnerable groups. 5. Mainstream the participation of women and the youth in all priorities and activities of the Union and the continent 6. Implement strategies of resource mobilization, with special emphasis on alternative source of funding, and/or additional funding to enable Africa to finance its programmes and development. 7. Strengthen a people centered Union through active communication of the programmes of the African Union, the branding of the Union and participation of Member States and other stakeholders in defining and implementing the African agenda. 8. Strengthen the institutional capacity of the AUC, the RECs and other organs, and its relations with strategic and other partners
Outcomes	**1. Outcome 1:** Peace and stability, good governance, democracy and human rights as foundations for development and stable societies promoted 2. **Outcome 2:** Policies and institutions for increased agricultural production, expanded value addition and market access, and sound environmental and natural resource management for increased incomes and improved food and nutrition self-sufficiency in place 3. **Outcome 3:** Inclusive economic development and industrialization driven by economic integration, continental infrastructural projects, and private sector - led intra African Trade and Global access and sustainable utilization of the continents natural resources promoted 4. **Outcome 4:** Policies and Programmes to enhance health, quality education and employable skills underpinned by investment in services, science, research and innovation in place 5. **Outcome 5**: Strategies for resource mobilization, including alternative and additional sources of funding, to enable Africa to finance its programmes and development in place 6. **Outcome 6:** A People–centred Union with the participation of Member States and other stakeholders in defining and implementing the African Agenda attained 7. **Outcome 7:** Institutional capacities of the AUC strengthened, and relations with RECs and AU Organs and with strategic and other partners enhanced

4.4 OVERVIEW OF THE 2014-2017 STRATEGIC PLAN

An overview of the Strategic Plan is presented in Tables 10& 11 below:

Table 10: The 2014-2017 Strategic Plan At A Glance: Key Figures

- **Overall Goal & Vision**
- **Eight (8) Priority Areas**
- **Seven (7) Outcomes**
- **Thirty-five (30) Outputs.**
  - ✓ ***[Avg. 5 Outputs per Priority/Outcome]***
- **One Hundred and Sixty-Eighty (188) Strategies and Actions to Pursue**
  - ✓ ***[Avg. 27 Strategies and Actions per Priority/Outcome***
  - ✓ ***[Avg. 6 Strategies and Actions per Output]***
- **A Programme Budget of USD 1,119,348,519**

To facilitate effective plan implementation, detailed Results Frameworks have been developed for each outcome/output with clearly defined actions/strategies to be pursued, roles and responsibilities, indicators, annualized targets and means of verification.

The targets will be adjusted annually to take into account the rate of implementation and emerging priorities. The detailed Results Matrices provides a flexible framework and will constitute the basis for monitoring and reporting described in Chapter 5.

Table 11: Overview of the Strategic Plan: Key Priorities, anticipated Outcomes and related Outputs

Key Priorities	Outcomes	Outputs
1. **Promote peace and stability, including regional initiatives, good governance, democracy and human right as a foundation for inclusion, security and the development of the continent and its people.**	**Outcome 1**:Peace and stability, good governance, democracy and human rights as foundations for development and stable societies promoted	**Output 1.1:** Capacities for Conflict Prevention, Management, Response and Peace Building in place
		Output 1.2: Participation of women, youth (including the AU-YVC)and civil society in peace building, conflict prevention and post-conflict recovery and development facilitated
		Output 1.3: Post conflict reconstruction and peace building mechanisms enhanced
		Output 1.4: Good governance and

		democracy promoted
		Output 1.5: Legal and Shared Values instruments, based on African and Universal instruments promoted, particularly thos those focusing on the rights of women, youth, persons with disabilities and children
		Output 1.6:The capacity of the AU to coordinate and respond to humanitarian situations and protect civilians in conflict and disaster zones enhanced
2. **Expand Agricultural production, developing the Agro-processing and businesses sectors, increase market access and attain Africa's collective Food self-sufficiency and nutrition through promotion of smallholder agriculture, sound environment and natural resource management, and climate change.**	**Outcome 2**: Policies and institutions for sustainable development, increased agricultural production, food and nutrition security, expanded value addition and market access, and sound environmental management implemented	**Output 2.1:** MS implementation of CAADP priority programmes including animal resources as an instrument to boost agricultural production and productivity for food and nutrition security, and eliminating hunger and reducing poverty is supported
		Output 2.2: implementation of Priority programmes on Environment and Natural Resources and Climate Change facilitated
		Output 2.3:programs for enhancement of agribusiness including access to productive resources and capacity of Women, Youth and persons with disabilities supported
		Output 2.4: strengthening of infrastructure for market access and trade in agricultural products promoted
3. **Promote inclusive economic development and industrialization through the acceleration of infrastructure development projects that will aid economic integration and utilization of the continent's mineral and other natural resources.**	**Outcome 3**: Infrastructure development and environment for inclusive economic development, industrialization, private sector-led intra-African Trade and sustainable utilization of natural resources created	**Output 3.1:** Enabling policy frameworks for inclusive development formulated, promoted and implementation capacity of MS enhanced
		Output 3.2: The Programme for Infrastructure Development in Africa facilitated
		Output 3.3: Access to modern energy services for the majority of the African

		population enhanced
		Output 3.4: Policies and Standards to promote Continental integration facilitated
		Output 3.5: Trade and Customs facilitation policies developed and promoted and CFTA negotiations facilitated
		Output 3.6:Policies for Private sector engagement and improved Business Climate in Africa developed and promoted
		Output 3.7: Women, Youth and persons with disabilities entrepreneurship promoted, and supported
		Output 3.8: Policies for the sustainable utilization of the continent's mineral and other resources developed and promoted
4. **Build Africa's human capacity through the prioritization of Primary Health Care and Prevention; Education, skills development and investment in science, research and innovation, access to clean water and sanitation with inclusion of the vulnerable groups**	**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	**Output 4.1:** Implementation of the Africa Health Strategy (AHS) promoted
		Output 4.2: strategies for quality education, skills development and services, particularly for women and youth are designed and promoted
		Output 4.3: Policies and Strategic programs for investments in science, research and innovation are designed and promoted to enhance Africa's Global Competitiveness
		Output 4.4: Frameworks for Social security and protection of vulnerable groups (children, persons living with disabilities) promoted
6. **Implement strategies of resource mobilization, with special emphasis on alternative source of funding, and/or additional funding to enable Africa to finance its programmes and development.**	**Outcome 5:** Strategies for resource mobilization, including alternative and additional sources of funding, to enable Africa to finance its programmes and development in place	**Output 5.1:** A financially sustainable and viable Commission attained
		Output 5.2: Alternative sources of funding for Africa to finance its development programs identified and implemented

7. **Strengthen a people centered Union through active communication of the programmes of the African Union, the branding of the Union and participation of Member States and other stakeholders in defining and implementing the African agenda, while respecting cultural and linguistic diversity.**	**Outcome 6**: An AUC that communicates with and engages Member States/Stakeholders in defining and implementing the African agenda	**Output 6.1**:Rebranding of the AUC, effective communication and increased visibility achieved
		Output 6.2: Stakeholder involvement in the African Agenda implementation, which reflects cultural and linguistic diversity, equal participation of women, youth and vulnerable groups improved
8. **Strengthen the institutional capacity of the AUC, the RECs and other Organs, and its relations with strategic and other partners**	**Outcome 7**: Institutional capacities of the AUC improved, and relations with RECs, AU Organs and with strategic and other partners strengthened	**Output 7.1**: Institutional capacities of the AUC strengthened
		Output 7.2: Relationships with AU Organs, RECs and Strategic partners strengthened

4.5 STRATEGIES AND ACTIONS TO PURSUE

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

239. Peace, security, stability and good governance are pre-requisites for development and social cohesion. Resolving the continent's many conflicts has been a top priority for the Commission and its partners over the last decade. The pay-off from these efforts is that Africa has witnessed a dramatic decline in the number of conflicts. The AUC has also been actively involved in post conflict reconstruction and development–but ratings on the fragility of respective African countries show that although conflicts have subsided, fragility remains high in many post-conflict countries. As recent events show, it is still far too easy and frequent for violence and conflict to return, and there are still many long-drawn and protracted conflicts that have for years defied political solutions; for example, Somalia (notwithstanding the significant progress recently) and the Eastern DRC. There are in addition, several emerging threats such as piracy, waste dumping, illegal fishing, the drugs trade, terrorism, narco-terrorism, extremism, fundamentalism, criminalization of ransom seekers and any other criminal networks. Rising urbanization and large proportion of unemployed youth adds to the volatility.

240. Undoubtedly, on the governance, democracy and human rights front, the continent continues to register good progress. At national level, the number of countries holding free and fair elections is increasing. Political pluralism is now the norm and there are in many countries robust civil society engagements in governance and democratic processes.

241. African women's political participation and decision-making is second only to developed countries and Latin America, although this has not kept pace with economic empowerment. At the continental level many instruments and processes have been developed to promote democracy and good governance. Yet many challenges remain: corruption, weak public services, poor service delivery linked to weak local governance, etc.

242. The Commission will through the Strategic plan, continue to take a holistic and integrated approach to addressing the issues of peace and security on the continent. Among others, the Commission will draw the attention of Member States on the importance of addressing the root causes of conflict, such as underdevelopment, high

levels of poverty, inequitable access to resources, youth unemployment, poor governance, human rights abuse, climate change, weak governance institutions, lack of free and unfair elections, etc. It will also speed up the implementation PCRD policy in order to consolidate peace and prevent relapse into violence in post conflict countries.

243. The Commission will work to strengthen capacities for peace building, conflict prevention and response, based on consolidation of gains/achievements realized with the operationalization of the African Peace and Security Architecture (APSA). The Commission envisages strengthened and improved consultations between the AU Peace and Security Council, the UNSecurity Council and other peace and security structures and increased harmonization of its actions with those of the RECs. In this regard, more vigorous efforts will be made to support regional conflict prevention, resolution and management.

244. Women, youth, children, and PWDs continue to suffer most from the consequences of violence and conflict on the African continent, including the issue of child soldiers. The Commission will work aggressively with Member States, United Nations and civil society, women and youth groups to reduce and/or mitigate the effects of conflicts on children, women and youth, and to strengthen their involvement in peace building, conflict prevention and mitigation efforts.

245. Measures will be put in place to address emerging peace and security issues, such as maritime security and safety, border tensions/disputes (triggered by struggles over resources), the illicit drugs trade, terrorism, extremism, piracy and criminal networks, with the view to enhanced peace, security and stability on the continent.

246. The Commission will work to better understand the root causes of conflict, so as to better inform its peace building and conflict prevention efforts, including a deliberate policy to promote and encourage the more systematic use of traditional/community-based conflict mediation/resolution mechanisms and practices.

247. Africa has witnessed a resurgence of disputes over borders (both maritime and land) due to conflicts over resources (oil, gas), water and rivers. Establishing accepted processes to resolve such disputes and facilitating border demarcation is therefore critical for conflict prevention. The Commission will work with Member states, RECs and other institutions to ensure that disputes over borders do not lead to open conflict, and that there are modalities in place for the peaceful resolution of such disputes.

248. In view of the fragility of many post-conflict situations, the Commission will work to consolidate its efforts in post-conflict recovery and reconstruction, paying particular attention to strengthening the role of women, youth and civil society, before, during and after conflicts. In this regard, the Commission will design and promote implementation of specific programmes aimed at strengthening the involvement of women and youth in conflict prevention, response and post-conflict recovery efforts, as foundations to rebuild healthy and stable societies. The Commission will also pay attention to issues of Transitional Justice which is an important issue in post-conflict dispensation.

249. Recognising that conflicts result in large numbers of citizens and soldiers with disabilities in their aftermath, the Continental Plan of Action on the African Decade of Persons with Disabilities (2010-2019) makes provision for the following priority actions, among others, which will be implemented regarding conflict situations in the implementation period of the Third AUC Strategic Plan: to evacuate PWDs in situations of risk, including situations of armed conflict, humanitarian emergencies and natural disasters:

a) To ensure that PWDs participate fully in peace building and reconstruction of their communities by promoting disability mainstreaming in development plans;
b) To put in place protection mechanisms for the safety and the rights of PWDs in emergency and conflict situations based on the AU Peace and Security Architecture;
c) To promote full and equal access to humanitarian relief for PWDs;

d) To protect PWDs from all kinds of exploitation and violence during situations of conflict, including Gender Based Violence (GBV);
e) To encourage and support the establishment and functioning of organizations of veterans and disabled ex-combatants;
f) To ensure the participation of PWDs through their representative organizations, including organizations of ex-combatants in the prevention, resolution and reconstruction of post conflict areas;
g) To introduce a systemic land-mine clearance program, where mines exist, or strengthening of existing programs;
h) To assist disabled war veterans and ex combatants with disabilities to access services for inclusive development, that they are not neglected after the sacrifices they made.

250. The Commission over the period of the Strategic Plan will work to consolidate progress and deepen democratic governance, respect for the rule of law and respect for human rights through active promotion of the Shared values instruments adopted by the AU Policy Organs.

251. On the governance front, the Commission will pursue the following strategies: promote full Implementation of the African Governance Architecture (AGA); public sector reform through implementation of the AU Convention on Prevention & Combating Corruption, the African Charter on Public Service & Administration, as well as the AU's Norms and Policies on Decentralization. The Commission will continue to support and encourage participation of African countries in the African Peer Review Mechanism process. Importantly also, the Commission will adopt robust measures to prevent and address unconstitutional changes of government.

252. With respect to Human rights, the Commission will promote the full implementation of the Africa Charter on Human and Peoples' Rights, as well as the implementation of the Africa Human Rights Strategy. The capacity of Africa Human Rights Commission will be strengthened. Increased efforts will be deployed in terms of advocacy and sensitization of ordinary citizens on these African Human rights instruments, including the African Charter on the Rights of the Child (ACERWC), and strengthen work with civil society organizations.

253. Peace, security and good governance will also be strengthened through promotion of culture. In this regard, the Commission will support ratification and implementation efforts by Member Sates of the Charter for African Cultural Renaissance.

254. The specific strategies and actions to be pursued to build Africa's human capital in all these areas are presented in Table 12. The detailed annualized targets to be met over the Strategic Plan period are presented in Annex .6

255. To implement these strategies and actions under this outcome, the Commission's department of Political Affairs will take the lead. For each output under this outcome the lead AUC departments, the cooperating departments and the external partners have been identified and presented in Table 12.

256. RECs and Member States' institutions are the principal actors in the implementation and monitoring of actions on the ground, working closely with the NPCA.

Table 12*: Outcome 1:* *Peace and Stability, Good Governance, Democracy and Human Rights as Foundations for Development and Stable Societies Promoted*

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
Output 1.1: Capacities for Conflict Prevention, Management, Response and Peace Building in place	1. Ensure full operationalization of the African Peace and Security Architecture – APSA 2. Mobilize resources to support AU peace and security agenda, including through Africa Solidarity Initiative (ASI) and voluntary contributions to the Peace Fund 3. Facilitate the formulation and implementation of policies/ initiatives to address the root causes of conflict in Africa 4. Promote traditional/community-based conflict resolution mechanisms 5. Promote research on Education and Culture for Peace on the Continent, including developing curricular in peace education 6. Put in place measures to address new and emerging Security threats – cybercrime, maritime security, piracy, fundamentalism, extremism, terrorism, etc 7. Promote implementation of the AU Plan of Action on Drug Control and Crime Prevention (2013-2017) 8. Within the framework of APSA, strengthen media networks to promote AU's efforts in conflict prevention, management and peace building. 9. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and strengthen culture of peace. 10. Accelerate Implementation of the AU Border Program 11. Support the African Centre for the Study and Research on Terrorism	**AU LEAD DEPARTMENT:** P&S **AU Cooperating Dept**: Political Affairs, DSA, DIC **External Partners** African Centre for the Study and Research on Terrorism (ACSRT)
OUTPUT 1.2: Participation of women, youth (including the AU-YVC) and civil society in peace building, conflict prevention and post-conflict recovery and development facilitated	1. Design, promote and implement programmes to strengthen involvement/participation of women in peace building, conflict prevention and post-conflict recovery and development processes 2. AUYVC and other relevant programmes implementation to strengthen involvement/participation of Youth in peace building, conflict prevention and post-conflict recovery and development processes 3. Design, promote and implement programmes to strengthen involvement/participation of Civil society in peace building, conflict prevention and post-conflict recovery and development processes; 4. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and strengthen culture of peace. 5. Advocate and implement specific activities identified under core gender mainstreaming activities 6. Design, promote and implement programmes to strengthen involvement/participation of PWDs in peace building, conflict prevention and post-conflict recovery and development processes	**AU LEAD DEPARTMENT:** P&S **AU Cooperating Departments**: DPA, CIDO, Gender, DIC, HRST **EXTERNAL PARTNERS**

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
OUTPUT 1.3: Post conflict reconstruction and peace building mechanisms enhanced	1. Put in place measures to accelerate post-conflict recovery and reconstruction, as well as promote state building, stability and development in post-conflict countries 2. Promote the implementation of Security Sector Reform (SSR) and Disarmament, Demobilization and Reintegration (DDR) processes 3. Promote policies and programmes to facilitate Transitional Justice in conflict affected countries to address impunity and ensure social cohesion and reconciliation 4. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**AU LEAD DEPARTMENT**: P&S **AU Cooperating Departments**: DPA, DIC **EXTERNAL PARTNERS**
Output 1.4: Good governance and democracy promoted	1. Ensure effective and full implementation and operationalization of the Africa Governance Architecture/platforms - AGA 2. Promote public sector reform through implementation of the African Union Convention on Preventing &Combating Corruption, the African Charter on Public Service & Administration, and the African Union's policies and norms on Decentralization and Local Governance 3. Facilitate/support the work of the Africa Peer Review Mechanism –APRM, and enhance the role of the AU in democracy and governance assessments 4. Enhance the effective implementation of the AU norms and standards on Governance and Democracy, and in particular, the African Charter on Democracy, Elections and Governance 5. Strengthen measures to prevent and address unconstitutional changes of government and promote/facilitate the Holding of Democratically Free and Fair Elections 6. Integrate governance in academic and professional education programmes 7. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership. **8.** Promote legal instruments that support justice as a means for preservation of peace and conflict resolution	**AU LEAD DEPARTMENT:** PA **AU Cooperating Departments**: LC, DIC, HRST **EXTERNAL PARTNERS:** NATIONAL HUMAN RIGHTS INSTITUTIONS, ELECTORAL MANAGEMENT BODIES
Output 1.5: Legal and Shared Values instruments, based on African and Universal instruments promoted, oarticularly those focusing	1. Promote the ratification and full Implementation of the African Charter on Human and People's Rights protocol on the Rights of Women 2. Promote ratification and full Implementation of the African Charter on Rights and Welfare of the Child 3. Support Implementation of the African Youth Charter	**AU LEAD DEPARTMENT:** LC **AU Cooperating Departments**: DPA, HRST,

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
on the rights of women, youth, persons with disabilities and children	4. Promote ratification and full Implementation of the Charter African Cultural Renaissance 5. Undertake measures to accelerate adoption, domestication and implementation of shared values instruments; **6.** Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership. 7. Support implementation of the Continental Plan of Action on the African Decade of Persons with Disabilities (2010-2019) Develop guidelines for addressing gender imbalance in Member States	Gender, DIC **EXTERNAL PARTNERS**
OUTPUT 1.6: The capacity of the AU to coordinate and respond to humanitarian situations and protect civilians in conflict and disaster zones enhanced	1. Support implementation of the African Humanitarian Policy Framework and the Disaster Management Policy 2. Enhance the AU Humanitarian Fund and put in measures to achieve higher standards of protection and assistance for refugees, internally displaced persons and others affected by conflict and forced displacement. **3.** Support for the promotion of durable solutions including implementation of voluntary repatriation and cessation clauses as necessary **4.** Accelerate the implementation of AU Peace and Security instruments relating to protection of civilians in armed conflict and disaster management **5.** Special Emergency Assistance Fund for Drought and Famine in Africa	**AU LEAD DEPARTMENT:** POLITICAL AFFAIRS **AU Cooperating Departments**: Gender, DIC, P&S **EXTERNAL PARTNERS**

4.5.2 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***

257. Africa has 60 percent of the world's available arable land and agriculture is the source of livelihood for 70 percent of the population. Yet the continent generates only 10 percent of global agricultural output. African agriculture is plagued by low productivity, under-investment, urban-biased policies and bottlenecks preventing women's access to productive capital, including secure land tenure. African agriculture also has low value addition and poor rural infrastructure. As a result of poor performance, the spectre of famine that has disappeared from other parts of the world still persists in Africa.

258. UNDP reports that a quarter of the world's multidimensional poor people (456 million), live in Africa.Food security and human development are inextricably linked with mediating factors such as productivity, nutrition, resilience and empowerment. Furthermore, the environment and natural resources on which productivity and sustainability rests is assailed by a variety of factors, the most urgent of which is Climate Change.

259. The continent can extricate itself from the vicious cycles of drought, hunger and famine by putting emphasis on the right policies to improve productivity of smallholders, more effective nutrition policies, targeting especially children, building households' ability to cope with shocks, empowering women, the youth and persons with disabilities and accelerating rural infrastructure and value addition.

260. To boost agriculture and nutrition, the AUC in collaboration with NPCA and RECs will facilitate implementation of strategies contained in the CAADP and other frameworks in order to increase food production and accessibility, so that Africa can feed itself, export, and that drought triggered food crisis are reduced. The Commission will also develop strategies that promote value addition of Africa's raw material through the development of agro-processing and market sectors in Member States. It will also promote measures to support Africa transition to green economy by promoting sustainable natural resource management, mitigating effects of climatic change without compromising growth.

261. The momentum of implementation of the Comprehensive Africa Agricultural Development Programme (CAADP) will be sustained in terms of supporting Member States in their efforts to align their policies and strategies in support of their agricultural sector. The implementation of various initiatives on key flagship interventions, such as the livestock production and health, land policy, agricultural inputs and product markets will be accelerated. The Commission through CAADP will promote and facilitate the generation and dissemination of knowledge, innovation and technology for agricultural transformation, including through promoting measures for rural infrastructure development and value addition. Increased efforts will be made towards achieving the goal of 10per cent allocation of national budgets to agriculture through advocacy and other measures. Other measures to facilitate increased productivity of African agriculture will be facilitated.

262. The Commission will place special emphasis on promoting improved access of women and youth to productive resources (land, finance, technology, etc). Women are responsible for over 60per cent of food production on the continent and yet have poor security of land tenure and lack capital for investment. This situation needs to change if the continent is to achieve both food and nutrition self-sufficiency.

263. The Commission will work to promote sustainability of Africa's environment and natural resources, including land, forests and water. The African Climate Change Agendawill be advanced through refining the African common position and ensuring the continuity of Africa speaking with one voice in global forum, as well as through enhancing the capacities of Member States and RECs in terms of improving supply and access to earth observation and climate information through coordination of the Monitoring for Environment and Security in Africa (MESA) Programme which builds on the achievements of the African Monitoring of the Environment for Sustainable Development (AMESD) Programme. The Great Green Wall Programme for the Sahara and Sahel Initiative (GGWSSI) will be strengthened to combat land degradation and desertification. The Commission will work with Member States to ensure that the Sharm El-Sheik Commitments on water and sanitation are met.

264. The Commission envisages that at the end of the strategic plan period, there will be: significant improvements in sustainable agricultural production and food security and in resilience to climate induced shocks leading to reductions in drought-triggered food crisis.

265. The specific strategies and actionsto be pursued in all these areas are presented in Table 13. The detailed annualized targets to be met over the Strategic Plan period are presented in Annex 6.

266. To implement these strategies and actions under this outcome, the Commission's department of Rural Economy and Agriculture will take the lead. For each output under this outcome the lead AUC departments, the cooperating departments and the external partners have been identified and presented in Table 13.

RECs and Member States' institutions are the principal actors in the implementation and monitoring of actions on the ground, working closely with the NPCA.

Table 13*: 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*

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
Output 2.1: MS implementation of CAADP priority programs, including animal resources as an instrument to boost agricultural production and productivity for food and nutrition security, and eliminating hunger and reducing poverty is supported	1. Accelerate implementation of CAADP as an instrument for agricultural growth, transformation and eliminating hunger and reducing poverty 2. Promote/facilitate implementation of Africa Nutritional Strategy, and address the risks of vulnerability, resilience and risk management 3. Promote and facilitate the generation and dissemination of knowledge, innovation and technology for agricultural transformation 4. Mainstream social protection in CAADP 5. Harness the potential of animal resources development for wealth creation and to contribute towards enhanced food and nutrition self-sufficiency **6.** Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership 7. Ensure that agricultural and livestock programmes including the Pan African Tsetse and Trypanosomiasis Eradication Campaign (PATTEC) Initiative are well integrated in the CAADP framework and successfully implemented 8. Harness the potential of animal resources development for wealth creation and to contribute towards enhanced food and nutrition self-sufficiency	**LEAD DEPT**: DREA **Cooperating Depts**: NPCA, DIC, DSA, Gender, Peace & Security, Trade & Industry, HRST, Political Affairs External Partners: RECs, FAO, IFPRI, WB, WFP, ECA, AfDB, EU, USAID, DfID, GIZ, CTA, CIDA, NETHERLANDS, FARA, SROs, CGIAR, AATF, AGRA, OIE,
Output 2.2: Implementation of Priority programmes on Environment & Natural Resources and Climate Change faciltated	1. Promote/facilitate sustainable management of the environment and natural resources, including water, land, biodiversity, etc 2. Put in place measures to facilitate progress in the implementation of the Africa Climate Change Agenda, including Green Economy 3. Facilitate the Implementation of the Great Green Wall for the Sahara and Sahel Initiative 4. Facilitate the realisation of the Africa Water Vision 2020 5. Facilitate the implementation of the African Regional Strategy on Disaster Risk Reduction 6. Facilitate the implementation of the programme on Monitoring of the Environment for Sustainable Development 7. Facilitate Member States capacity strengthening through implementation of the Multilateral Environmental Agreements.	**AU LEAD DEPARTMENT:** DREA **AU Cooperating Departments**: I&E, DIC, Peace & Security, Political Affairs, DSA, Legal Affairs, HRST **EXTERNAL PARTNERS: AMCEN, AMCOW, RECs, WMO, UNISDR, UNEP, EU, ACP, ECA, AFDB.**
Output 2.3: Programs for	1. Promote measures to enhance access of women,	LEAD DEPT: **DREA**

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
enhancement of agribusiness including access to productive resources and capacity of Women Youth and persons with disabilities supported	youth and persons with disabilities to Land and other Agricultural Productive Assets 2. Continue to Implement and manage projects under the Fund for African Women by theme as sector designated 3. Continue to roll out the African Women Decade Themes through relevant department and Directorates 4. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.	**COOPERATING DEPTS: GENDER , HRST, DIC, PEACE & SECURITY, DSA** External Partners: UNDP, Ford Foundation, Master Card
Output 2.4: strengthening of Infrastructure for market access and trade in agricultural products promoted	1. Design and support implementation of programmes on rural infrastructure and value addition 2. Support programmes specifically designed to assist women, youth and persons with disabilities undertake value-addition of agricultural products; 3. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**AU LEAD DEPARTMENT:** DREA **AU Cooperating Departments**: T&I; NCPA, DIC, DSA, HRST **REACH (External Partners)** UNIDO, AfDB, UNDP, ECA, WEF, MFW4A

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

267. By all accounts, Africa's economic growth and performance this past decade has been exceptionally strong, even in the midst of widespread global economic crisis and recession. The growth however has not resulted in significant and commensurate declines in poverty levels, nor has it been rich in jobs. In a large measure, the growth has not also been sufficiently inclusive. Low intra-African trade, limited integration and infrastructure connectedness are additional obstacles to boosting the global competitiveness of African economies and contributing to the elimination of poverty. The continent needs to accelerate efforts towards continental integration, boost intra-African trade and improve connectivity through infrastructure development. Much has been achieved to date, but the road ahead is still far.

268. The Commission under this outcome will work to promote policies and programmes for inclusive growth and job creation (especially for women, youth, and PWDs) and accelerate progress towards achievements of the MDGs. Measures to reduce or eliminate economic and social marginalization will be promoted. Support programmes will be designed and implemented to help member states adopt policies on inclusive growth.

269. The Commission will seek to strengthen the framework for continental integration and continental and global cooperation frameworks, such as accelerating progress towards the establishment of the Continental Free Trade Area, harmonization of monetary policies and other standards (including statistics and labour market information, customs, etc), and measures to boost market access. The Commission will redouble its efforts to boost intra-African

trade, and support private sector development through improved business climate. Measures will be taken to accelerate the establishment of the 2nd FTA Tripartite Agreement (ECOWAS, ECCAS, AMU and CEN-SAD).

270. Trade facilitation will be promoted by the Commission through support for the High Level Trade Committee of Heads of State and RECs' CEOs, the Conference of African Ministers of Trade, establishment of the African Trade Forum and facilitation of the forum on non-tariff barriers.

271. On Private Sector development, the Commission will support development and adoption of the Pan African Investment Code, development of private sector strategic plans and facilitate the establishment of SME charters in Member States. Special attention will be paid to promoting/facilitating youth and women entrepreneurship, through policy development, capacity building and information and experience exchanges.

272. The development of infrastructure and connectivity between the different African countries is key to Africa's integration efforts to facilitate people to people relations and to facilitate intra African trade. Infrastructure is one of the key factors hindering the successful integration of the African continent into the global trading system due to high trade costs, especially for landlocked countries-poor infrastructure accounts for 40per cent of transport costs for coastal counties and 60per cent for landlocked ones[63].

273. Although progress has been made on infrastructure, the Commission will accelerate implementation of PIDA Priority Action Plan through the operationalization of the institutional architecture for infrastructure development and ensuring mobilization of adequate resources. Measures will be taken to complete the missing links in Africa Transport and ICT infrastructure networks. The Commission will work to increase the ratification of a number of Common Civil Aviation, and marine/surface transport policies. The access to efficient, reliable cost-effective and environmentally friendly modern energy services will be promoted, and the Commission will also seek to ensure improved integrated water resource management for holistic development of the continent.

274. The Commission will promote implementation of programmes on tourism and intra-African Postal services development. Efforts will be deployed to harmonize standards, develop guidelines and frameworks, and facilitate their implementation in the fields of transport, tourism, postal sector, renewable energy (Geothermal, Hydro, solar, bio-energy and wind), fossil fuel and in building harmonized framework for the African Information society.

275. The specific strategies and actionsto be pursued to build Africa's human capital in all these areas are presented in Table 14. The detailed annualized targets to be met over the Strategic Plan period are presented in Annex 6.

276. To implement these strategies and actions under this outcome, the Commission's department of Infrastructure and Energy will take the lead. For each output under this outcome the lead AUC departments, the cooperating departments and the external partners have been identified and presented in Table 14.

277. RECs and Member States' institutions are the principal actors in the implementation and monitoring of actions on the ground, working closely with the NPCA.

[63] Africa in 50 Years' Time-The Road Towards Inclusive Growth, AfDB September 2011

Table 14*: Outcome 3:* *Infrastructure development and environment for inclusive economic development, industrialization, private sector-led intra-African Trade and sustainable utilization of natural resources created:*

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
Output 3.1: Enabling policy frameworks for inclusive development formulated, promoted and implementation capacity of MS enhanced	1. Design and implement policies and programmes for promoting inclusive growth and poverty reduction 2. Promote measures to accelerate progress towards implementation of MDGs and the Post 2015 Agenda 3. Promote policies designed to reduce and/or eliminate economic marginalization and social vulnerabilities through implementation of the Social Policy Framework for Africa 4. Facilitate implementation of the 2004 Plan of Action of Ouagadougou on Employment Promotion and Poverty Alleviation 5. Promote access of the informal economy and rural workers to affordable and appropriate social security schemes 6. Support improvement of labour-related statistics and information systems; 7. Promote access to financial services by micro and small scale enterprises through establishment of African Micro Financial Enterprises 8. Promote the private sector through increased investment rates and enhanced productivity 9. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.	**AU Lead Department:** DEA/DSA **AU Cooperating Depts:** T&I, DIC, DREA, HRST **External Partners:** UN-system and Specialized Agencies, AfDB
Output 3.2: The Programme for Infrastructure Development in Africa facilitated	1. Facilitate the operationalization of the IAIDA Governance structures/ agenda 2. Promote implementation of Missing Links for Transport and ICT Infrastructure projects 3. Promote adoption of f Common transport Policies, strategies and regulatory frameworks 4. Access to integrated digital economy and reliable, and affordable ICT Networks and services 5. Integrated trans boundary water resource management for continental development 6. Energy Infrastructure Development and Access 7. Policy guidelines on fossil fuel (oil and gas) developed and promoted to contribute to socio economic development	**AU Lead Department**: IED **AU Cooperating Depts**: DEA, T&I, NPCA **External Partners:**, RECs Member States, AfDB, Specialized Agencies, UNECA, Private Sector, International and African Financing Institutions
Output 3.3: Access to modern	1. Accelerate development of renewable energy	**AU Lead Department:**

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
energy services for the majority of the African population enhanced	and others Source 2. Facilitate regional and continental clean power generation and transmission projects; 3. Develop guidelines on renewable energy (Geothermal, Hydro, solar, bioenergy and wind) to contribute to socio-economic development	**IED** **AU Cooperating Depts: DEA, T&I, NPCA** **External Partners:, RECs Member States, AfDB, Specialized Agencies, UNECA, Private Sector, International and African Financial Institutions**
Output 3.4: Policies and Standards to promote Continental integration facilitated	1. Support Harmonization and coordination of Macro Economic Policies 2. Support the operationalization of Pan-African Financial and Monetary Institutions 3. Promote Standardization and Harmonization of Statistics through the African Statistical Charter and other Measures 4. Take measures to accelerate implementation of MIP (Minimum Integration Programme) through putting in place the Integration Fund 5. Put in place the Observatory on Integration (M&E/Data base) for the integration process 6. Enhance awareness, delivery, coordination and accountability for the integration process 7. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership 8. Promote policy and guidelines to support energy, transport and ICT regional and continental programmes	**AU Lead Department**: DEA **AU Cooperating Departments**: T&I, HRST, DPS, DREA, DEA, AFREC and NPCA, DSA, DIE **External Partners:** AfDB, UNECA, RECs, ATU, PAPU, AFCAC, RPPs, UPDEA, ITU, EU, UPU, German BMZ, USAID, World Bank
Output 3.5: Trade and Customs facilitation policies developed and promoted and CFTA negotiations facilitated	1. Implement Initiatives Related to Boosting intra - African Trade (BIAT) 2. Design and Implement Policies and Programmes on Trade, Industry and Customs to enhance Market Access – at continental and global levels 3. Accelerate Progress Towards Establishment of the Continental Free Trade Area (CFTA) 4. Design and implement programmes aimed at boosting market access (continental, global) for women and youth entrepreneurs; 5. Promote labour migration to support cross-border investment and to fill the skills gap	**AU Lead Department:** T&I **AU Cooperating Depts:** DEA, DIC, Political Affairs, DSA, Gender, DREA, HRST, I&E **External Partners**: RECs, African Business Roundtable, UN Systems, World Bank

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
	6. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.	
Output 3.6: Policies for Private sector engagement and improved Business Climate in Africa developed and promoted	1. Implement measures to support private sector development in Africa 2. Implement measures to support improved business climate in Africa; 3. Implement the African Productivity Agenda 4. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.	**AU Lead Department:** EAD **AU Cooperating Depts :**T&I, PA, DIC, DSA, DREA **External Partners**: UNDP, UNECA,RECs, EU, FICCI (Federation of Indian Chambers of Commerce and Industry), KFFSED Kuwait Fund for social and Economic Development); SDF (Saudi Development Fund), IDB(Islamic Development Bank) and ITC (International Trade Centre)
Output 3.7: Women, Youth and persons with disabilities entrepreneurship promoted, and supported	1. Design, Promote and Implement policies and programmes on Women Entrepreneurship 2. Design, Promote and Implement policies and programmes on Youth Entrepreneurship; 3. Design, Promote and Implement policies and programmes on Entrepreneurship for persons with Disabilities, including the protection of intellectual properties/works of PWD, to enhance their possibilities to create job opportunities and self-employment 4. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**AU Lead Department:** DEA/HRST **AU Cooperating Depts:** Gender, DIC, DSA, I&T **External Partners:** IWBA (International Women Business association); RWBA (Regional Women business association); BCW(Business council for women), RECs, Ford Foundation, UN Systems, ACBF, US-AU/USAID, European Union.
Output 3.8: Policies for the sustainable utilization of the continent's mineral and other resources developed and promoted	1. Implement programmes in the framework of the African Mining Vision Action Plan for improved governance and value addition to Africa's mineral resources 2. Facilitate the Establishment of the African Minerals Development Centre;	**AU Lead Department:** T&I **AU Cooperating Depts**: DREA, DIC, IED, NPCA, P&S, DPA

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
	3. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.	**External Partners:** UNECA, FAO, IFAD

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

278. As shown in the preceding analysis human capital development remains a key challenge for Africa. This is manifested in the continent's high disease burden due largely to the scourge of a plethora of communicable and infectious diseases. HIV/AIDS, Malaria, Tuberculosis and a host of other infectious disease continue to take their toll despite the progress registered, resulting in poor performance on reaching targets of the MDGs and the low regional score of Africa on the UNDP Human Development Index.

279. Although notable progress has been made in Primary School enrolments, the performance of Africa with respect to secondary and tertiary education has been below average, and the continent lags significantly behind in science, technology and innovation, key drivers of the knowledge-based economy and global competitiveness.

280. Building on the progress achieved with the MDGs, the AUC will seek to strengthen human capital in Africa by deliberately focusing on areas that will boost the realization of its Vision. In particular, the AUC will facilitate the development of strategies that will improve human capacity on the continent and engage Member States through dialogue emphasizing the importance of investing in health systems; education, vocational training, Science, Research and Innovation, as well as Social security and protection of vulnerable groups. In particular, the Commission will ensure that strategies to be implemented aim at improving skills for competitiveness and ensuring that training better matches the opportunities and requirements of the labour market.

281. To address the deficit with respect to human capital, the Commission will work to implement key policies and programmes on Primary Health Care and Prevention. Maternal and infant mortality remains unacceptably high in Africa. The Commission will mobilize a broad constituency in its endeavour to reduce, if not eliminate maternal mortality. Emphasis will be placed on accelerating implementation of the Africa Health Strategy, the Abuja "Call" and the promotion and Result Delivery & Accountability on Universal Access to HIV/AIDS, TB, MNCH & Malaria services. Support will also be provided to enhance the training and capacity building in medical and health sciences. An important emphasis will be placed on advocacy towards Member States to increase national budget allocations to health, and to address the rising tide of chronic non-communicable diseases linked to urbanization and lifestyle changes.

282. The Commission will place renewed efforts to fast-track and scale-up implementation of the Africa Second Decade of Education, as well as the Youth Decade Plan of Action and the Mechanisms for enforcement and accountability of the African Youth Charter through the activities of national Human Rights Institutions, the APRM and the African Governance Initiative. Intensified efforts will be placed on supporting the emergence of a critical mass of conscientised Pan African Young leaders and professionals through the full operation and institutionalization of the African Union Youth Volunteer Corps Policies and programmes to support skills development among youth and women will be designed, implemented and promoted.

283. Africa's capacities in STI will be strengthened through strategic investments and active advocacy and promotion. The Commission will support the full implementation of the Consolidated Plan of Action for Science &

Technology and strengthen and consolidate training and research in STEM (Science, Technology, Engineering and Mathematics). The continent's scientific capacity will be boosted through accelerating the full establishment and operations of the Pan African University. The Commission's efforts to promote strategic investments in science, research and innovation will aim to boost Africa's Global Competitiveness.

284. The Social Policy Framework (SPF) of the AU remains the main pillar geared towards creating benefits for all, including the vulnerable groups. For that reason, the Commission will develop a clear implementation framework that comprises monitoring and evaluation. The Commission will seek to address social security needs and protection of vulnerable groups such as children and persons living with disabilities through full implementation of the Plan of Action of the African Family, Revised Call for Accelerated Action on the Plan of Action Towards Africa Fit for Children, the Continental Plan of Action on Africa's Decade of Persons with Disabilities, and the African Charter on the Rights and Welfare of Children.

285. The specific strategies and actions to be pursued to build Africa's human capital in all these areas are presented in Table 15. The detailed annualized targets to be met over the Strategic Plan period are presented in Annex 6.

286. To implement these strategies and actions under this outcome, the Commission's department of Social Affairs will take the lead. For each output under this outcome the lead AUC departments, the cooperating departments and the external partners have been identified and presented in Table 15.
RECs and Member States' institutions are the principal actors in the implementation and monitoring of actions on the ground, working closely with the NPCA.

Table 15: Outcome 4: *Policies and Programmes to Enhance Health, Education and Employable Skills underpinned by Investment in Services, Science, Research and Innovation implemted by Member States*

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
Output 4.1: Implementation of the Africa Health Strategy (AHS) promoted	1. Accelerate the implementation of the Africa Health Strategy, "Abuja Call", Continental Policy on SRHR & its Maputo Plan of Action, ARNS, CARMMA 2. Promote Result Delivery & Accountability on Universal Access to HIV/AIDS, TB, MNCH & Malaria Services, ARNS 3. Promote Concerted Actions on PMPA implementation 4. Enhance training in medical and health sciences 5. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness; 6. Ensure all target stakeholders receive information to promote stronger involvement	**Lead AUC Dept**: DSA **Co-Lead AUC Dept**: Gender, Trade & Industry, HRST, Communication, Economic affairs, Peace &Security, Medical Services **External Partners**: UNFPA, WMO, UNICEF, UNAIDS, UNIDO, WFP, USAID, AUSAID, AfDB, NEPAD, Marie Stopes International, IPPF-Africa Regional Office, IPAS Africa, Partners in Population & Development (Africa region)

	and ownership. 7. Strengthen AIDS Watch Africa	
Output 4.2: Strategies for quality education, skills development and services, particularly for women and the youth are designed and promoted	1. Fast-track implementation of the African Second Decade of Education Action Plan 2. Fast-track implementation of the Youth Decade Action Plan 3. Design, promote and implement programs on skills development and employment for youth including the AU-YVC and T-VET programs 4. Promote Intra-African Student Mobility through Scholarship Schemes 5. Support Harmonization of Higher Education Programmes and Implement African Quality Assurance Framework to facilitate Recognition of Academic Qualifications across the Continent 6. Design, Promote and Implement Programmes on Skills Development and Employment for Women 7. Support the scaling up of the Pan African University. 8. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**Lead AUC Dept:** HRST **Co-Lead AUC Dept**: Gender DSA, Peace &Security, DIC, Trade &Industry **External Partners:**RECs, EU, GIZ, AfDB, SIDA, UN SYSTEM AND SPECIALIZED AGENCIES, USAID, Ford Foundation, ACBF

Output 4.3: Policies and Strategic programs for investments in science, research and innovation are designed and promoted to improve Africa's Global Competitiveness	1. Strengthen and Consolidate Training and Research in STEM (Science, Technology, Engineering and Mathematics) 2. Enhance teacher development in STEM 3. Promote Actions to Advance Science Technology and Innovation in Africa 4. Support the Implementation of the Consolidated Plan of Action for Science &Technology 5. Support Implementation of the AUC Frameworks for Biodiversity, Bio-safety and Bioethics 6. Support the establishment of the Pan African University 7. Establish and implement African Space and Technology Policy, programmes and strategic pan-African institutions and networks 8. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.	**Lead AUC Dept**: HRST **Co-Lead AUC Dept**: DSA, Trade & Industry, DREA, Communication, Gender, DTI **External Partners**: EU, GIZ, AfDB, SIDA, UN AGENCIES AND SPECIALIZED AGENCIES, ACBF
Output 4.4: Frameworks for Social security and protection of vulnerable groups (children and persons living with disabilities) promoted	1. Promote implementation of the Action Plan on the Family in Africa. 2. Promote implementation of the Revised Call for Accelerated Action on the Plan of Action Towards Africa fit for Children 3. Promote implementation of the Continental Plan of Action on the African Decade of Persons with Disabilities (2010-2019) 4. Promote and facilitate the implementation of the African Charter on the Rights and Welfare of the Child(ACRWC) 5. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.	**Lead AUC Dept**: DSA Co-Lead AUC Dept: HRST, Peace & Security, DREA, Gender, DIC External Partners

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

287. The African Union Commission has developed strong collaboration and partnerships with donors and other partners. These have secured for the Commission significant financial and technical resources; estimates put partner

support to the Commission's programme budget at 96per cent. This situation is an unhealthy over-reliance on external partners and does not reflect well on the commitment by Member States to the vision of the African Union. This needs to be reversed as soon as possible.

288. Over the Strategic Plan period, the Commission will pursue the goal of ensuring a financially sustainable and viable Commission. In this regard, a Resource Mobilization Strategy and Framework aimed at ensuring a more predictable income stream to support its activities will be formulated and implemented.

289. A key related output is developing a strategy for tapping alternative sources of funding in order to diversify the Commission's resource base.Tothis end, the Commission will finalize and implement the report oftheHigh Level Panel on Alternative Sources of Funding.

290. The specific strategies and actionsto be pursued to build Africa's human capital in all these areas are presented in Table 16. The detailed annualized targets to be met over the Strategic Plan period are presented in Annex .6

291. To implement these strategies and actions under this outcome, the Commission's Bureau of the Chairperson will take the lead. For each output under this outcome the lead AUC departments, the cooperating departments and the external partners have been identified and presented in Table 16.

292. RECs and Member States' institutions are the principal actors in the implementation and monitoring of actions on the ground, working closely with the NPCA.

Table 16*: Outcome 5:* *Strategies for resource mobilization, including alternative and additional sources of funding, to enable Africa to finance its programmes and development in place*

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
Output 5.1: A financially sustainable and viable Commission attained	1. Design and Implement Resource mobilization framework / strategy to ensure sustainable and predictable sources of income 2. Put in place new modalities of collaboration with traditional donor partners; 3. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.	**AU LEAD DEPARTMENT:** SPPMERM **AU Cooperating Departments**: All Departments External Partners:
Output 5.2: Alternative and additional sources of funding for Africa to finance its development programs identified and implemented	1. Facilitate finalization of the work of the High level Panel on alternative sources of funding 2. Implement the recommendations of the High Level Panel on Alternative sources of funding 3. Strategies for enhancing domestic resources for development designed and promoted	**AU LEAD DEPARTMENT: DEA/BOCP** **AU Cooperating Departments**: All Departments External Partners: RECs, M/Ss

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

293. Information and awareness of the many of the achievements of the African Union and those of its Commission are not widely known, particularly among ordinary African citizens. In addition, the continent continues in general to be negatively presented in international media channels. More proactive communication and multilingualism is needed to enhance the visibility of the AU, the Commission and other organs of the Union, develop citizens' engagement in the African Agenda and reverse the negative image of the continent while respecting for diversity.

294. Under this outcome, the Commission will engage in promoting active communication and branding through implementation of the AU Communication and Advocacy Strategy 2014-2017 and Action Plan, and in general enhance the AUC capacity to deliver effective communication and to plan, develop, coordinate and implement a continental communication strategy in order to inform and influence audiences across Africa and globally.

295. The AU's corporate identity will be strengthened through increased visibility, accessibility and accountability of AU organs to the African public. At the same time, the Commission will strengthen its communication infrastructure, as well strengthening the Pan African media network. Measures to disseminate positive information on and about Africa will be intensified in partnership with member states.

296. An important issue relates to communication channels to reach the youth in order to inculcate in them a sense of shared destiny and values as Africans. Due to the fast pace of communication, there is a paramount need for the youth to be rooted in their African values but remain open to global trends. Effective communication is critical to bridging the intergenerational gaps with respect to values.

297. Under the Third Strategic Plan, communication will serve as a cross-cutting function and instrument to enable the Commission to systematic document, package and disseminate information the many positive interventions by the AU and the Commission.

298. Building people-centered Union, also entails creating the space for citizens' (including those in the Diaspora), involvement in the decisions, programmes and activities of the Union and Commission. This will contribute to strengthening the sense of ownership and forge solidarity around the Union's vision. In this regard, the Commission will facilitate the establishment and operation of stakeholder platforms (e.g. AU Trade Union Forum, AU-CSO Consultations, Inter-faith dialogue and Diaspora RCC). The Commission will continue to provide support for the functioning of ECOSOCC.
The specific strategies and actionsto be pursued to build Africa's human capital in all these areas are presented in Table 17. The detailed annualized targets to be met over the Strategic Plan period are presented in Annex .6

299. To implement these strategies and actions under this outcome, the Commission's directorate of CIDO will take the lead. For each output under this outcome the lead AUC departments, the cooperating departments and the external partners have been identified and presented in Table 17.

300. RECs and Member States' institutions are the principal actors in the implementation and monitoring of actions on the ground, working closely with the NPCA.

Table 17: ***OUTCOME 6: An AUC that communicates with and engages Member States/Stakeholders in defining and implementing the African Agenda***

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
Output 6.1: Rebranding of the AUC, effective Communication and increased visibility achieved	1. Put in place and implement a Union-wide Strategy for Communication and outreach in collaboration with Member States and other stakeholders to improve the image of Africa; 2. Design and implement thematic and specific media plans to raise awareness and ensure ownership of the AU vision and missions; 3. Enhance AUC capability to deliver effective communications and output, able to plan, develop, coordinate, and implement a continental communications strategy in order to inform and influence audiences across Africa; 4. Build and enhance AUC capability to broadcast, and sustain comprehensive communications plans and associated programs in line with AU objectives; 5. Support effective communication of AU policy, objectives and missions across the AU member states, and across the international community; 6. Promote and fully implement Gender Instruments 7. Promote a Youth Friendly African Union 8. Put in place Measures to preserve and promote use of the Commission's publications, information and archival materials 9. Promote through communication the cultural diversity and multilingualism	**AU Lead Department**: DIC **AU Cooperating Departments**: All Depts **External Partners:**
Output 6.2: Stakeholder involvement in the African Agenda implementation, which reflects equal participation of women, youth and vulnerable groups improved	1. Facilitate the Establishment and Operations of Stakeholder Platforms (e.g. AU,=Trade Union Forum; AU-CSO Consultations; Inter-faith Dialogue and Diaspora RCC and International CSO Forum 2. Support Implementation of Legacy Projects(African Diaspora Volunteer Programme; Africa Diaspora Skills Data Base; Africa Diaspora Investment Funds and Marketplace for African Development 3. Undertake Mapping and Establishment of Data Base on Diaspora organizations 4. Provide support to the operations of ECOSOC 5. Promote and strengthen multilingualism within the African Union 6. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.	**AU Lead Department:** CIDO **AU Cooperating Departments**: DSA, HRST **External Partners**:

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

301. The Commission has made laudable progress in recent years to improve its institutional capacities and operational systems and procedures. However, many challenges remain and for the Commission to effectively work towards acceleration of the AU Vision and achieve all its medium term priorities of the Third Strategic Plan, it must continue to build its internal capacity so as to be equal to the task. The Commission should do more to build on improvements in institutional capacity already made.

302. Under this outcome, the Commission will seek to strengthen its institutional capacities and put in place measures to improve its performance and operational efficiency in terms of finance, human resources & administration, conference, medical and all other services. It will undertake these measures through benchmarking and adoption of international best practices. At the same time, the Commission will seek to strengthen institutional leadership and corporate governance, promote organizational change and accelerate measures to strengthen the status of women within the Commission. Measures will be taken to strengthen human capital management.

303. Improvements in operational efficiency are expected to increase client satisfaction, enhance the level of integrity of financial information and minimize financial risks. An increased number of administrative processes will be automated and there will be a full implementation of Kaizen. A number of new policies and organizational development and change management initiatives will be designed and implemented. Medical and conference services will be significantly improved through upgrading of facilities, equipment and supplies.

304. Measures to inculcate results-based planning and monitoring will be consolidated, building upon recent progress. The Commission will also strengthen intra- and inter-departmental collaboration to reduce and eventually eliminate the "silo" mentality that pervades the institution.

305. The Policy Analysis and Research capacity of the Commission will be significantly strengthened through elaboration and implementation of a Strategy. Knowledge management will continue to be improved, as will the Commission's archival and Library patrimony.

306. In order to build synergy, linkages and good working relationships with other AU organs, RECs and other institutional partners, the Commission will develop and implement an action plan for regular strategic exchanges with AU organs, implement the Protocol, as well as facilitate policy coherence; develop and coordinate joint programming exercises with other AU organs and RECs; develop and implement an action plan for regular strategic exchanges with other key Pan African institutions; popularize partnerships and presence within and outside Africa; and facilitate the activities of JSSO and the RCM

307. The specific strategies and actionsto be pursued to build Africa's human capital in all these areas are presented in Table 18. The detailed annualized targets to be met over the Strategic Plan period are presented in Annex 6.

308. To implement these strategies and actions under this outcome, the Commission's Bureau of the Deputy Chairperson will take the lead. For each output under this outcome the lead AUC departments, the cooperating departments and the external partners have been identified and presented in Table 18.

309. RECs and Member States' institutions are the principal actors in the implementation and monitoring of actions on the ground, working closely with the NPCA.

Table 18: ***Outcome 7: Institutional capacities of the AUC improved, and relations with RECs and AU Organs and with strategic and other partners strengthened***

EXPECTED OUTPUTS	STRATEGIES AND ACTIONS TO PURSUE	KEY ACTORS
Output 7.1: Institutional capacities of the AUC strengthened	1. Put in place measures to improve, on a continuous basis, the performance and operational efficiency of the Commission in terms of finance, human resources and administration, legal, strategic planning, internal audit, conference services, medical, protocol and all services in the Commission, through bench marking and adoption of International Best Practices 2. Adopt measures to strengthen institutional leadership, general corporate governance and stakeholders management 3. Popularize the Union through civic education, including integrating AU history and its symbols, flags, anthem, logo, etc into national curricula 4. Promote Measures to enable organizational change, innovation and knowledge management 5. Promote measures to implement and monitor the Gender policy of the AU within the Commission with a view to strengthening the Status of Women 6. Develop and implement measures to promote intra and interdepartmental synergies 7. Take measures to strengthen Human Capital Development and Management 8. Enhance internal communication 9. Continue with Capacity building of AUC Departments & Directorates to mainstream gender 10. Provide high standard protocol services to regulate AU's interaction with Members States and Stakeholders	**AU Lead Department**: BDCP **AU Cooperating Departments**: All Departments **External Partners**
Output 7.2: Relationships with AU Organs, RECs and Strategic partners strengthened	1. Put in place measures to improve collaboration with AU Organs 2. Put in place measures to strengthen collaboration and partnership with RECs and Pan African Institutions 3. Develop and rigorously monitor strategic Partnerships to ensure attainment of the AU Vision and the Third Strategic Plan of the Commission 4. Empower and strengthen RECs to implement AU lead programmes. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders information and citizens involvement and ownership.	**AU Lead Department**: BCP **AU Cooperating Departments**: All Depts (P&S, BCP, DEA, I&T, DIC) **External Partners**

CHAPTER 5: Implementation, Monitoring and Evaluation

310. This chapter presents the proposed implementation framework/ arrangements, and the processes for monitoring, evaluation and reporting. It also highlights a set of enabling conditions/accompanying measures needed to facilitate implementation of the 2014-2017 Strategic Plan.

5.1 INTERNAL IMPLEMENTATION FRAMEWORK/ARRANGEMENTS

311. The implementation framework for the Strategic Plan is presented in Figure 3. It proposes the internal structures to oversee implementation and the linkages between them and their respective roles and responsibilities in planning, monitoring and reporting. The framework aims to improve:

- Accountability and Transparency: as it clarifies the roles and responsibilities of the various actors and identifies the products to deliver at each level to ensure smooth implementation
- Integrity: as it provides an integrated framework that cascades down to the individual staff work plans which will be organically linked to the overall strategic plan. This way, the framework will improve accountability for delivery for all the levels within the Commission.
- Horizontal and Vertical coherence: by enhancing inter-departmental collaboration and encouraging joint planning, monitoring and reporting on implementation.
- Efficacy : operational efficiency and effectiveness towards desired results

312. The main elements of the framework are as follows:

The Chairperson of the AU Commission

313. The Chairperson shall be responsible for overall leadership and overall oversight of the implementation process. In this context, the Chairperson shall provide regular progress reports to the Policy Organs.

Members of the Commission and the Chief Executive of the NPCA

314. Comprises the Chairperson, Deputy Chairperson and the eight Commissioners and the Chief Executive of the NPCA, they will provide a critical overall strategic guidance and orientation role, interfacing with key AU Policy Organs and important strategic partners. Their key functions with respect to implementation of the strategic plan are presented in Figure 2.

315. The Commission shall designate "champions" for each of the outcomes to strengthen leadership in implementation and accountability.

The Steering Committee

316. The Committee will bring together all the Commission's key departments and Directorates and will serve as the principal technical body to oversee the implementation of the strategic plan. It shall provide guidance to the technical clusters and review the cluster work plans, budgets, monitoring and progress reports for onward approval by the Members of the Commission and the CEO of NPCA. It shall also recommend to the Commission and the NPCA CEO how new and emerging issues identified/approved by the AU Policy Organs would be integrated into the Strategic Plan. It shall advise the Commission and the NPCA CEO on resource allocations to ensure balance and full realization of the priorities under the Strategic Plan.

317. The NEPAD/NPCA will serve on the steering committee and provide the critical link with RECs and Member States, and play an oversight role (in close coordination with SPPMERM) in the monitoring and reporting process.

318. The Commission's Chairperson shall designate an appropriate official to chair the Steering committee. The Department of Strategic Planning (SPPMERM) in the Bureau of the Chairperson shall act as Secretariat to the Steering Committee (vetting work plans, budgets, and progress and monitoring reports). It shall prepare inputs for the Agenda of the College relating to the Strategic Plan implementation. The SPPMERM shall also provide the needed technical support to the Technical Clusters and respective departments

The Technical Clusters

A technical cluster will established for each of the seven Strategic Plan outcomes/priority areas. Each Technical cluster will bring together all the relevant departments, directorates and units. It shall be chaired by the lead/Co-Lead department for that cluster. The bulk of the integrated planning, budgeting, reporting will be done at this level. The current planners within SPPMERM will be assigned to support the work of the different clusters.

Departments/Directorates

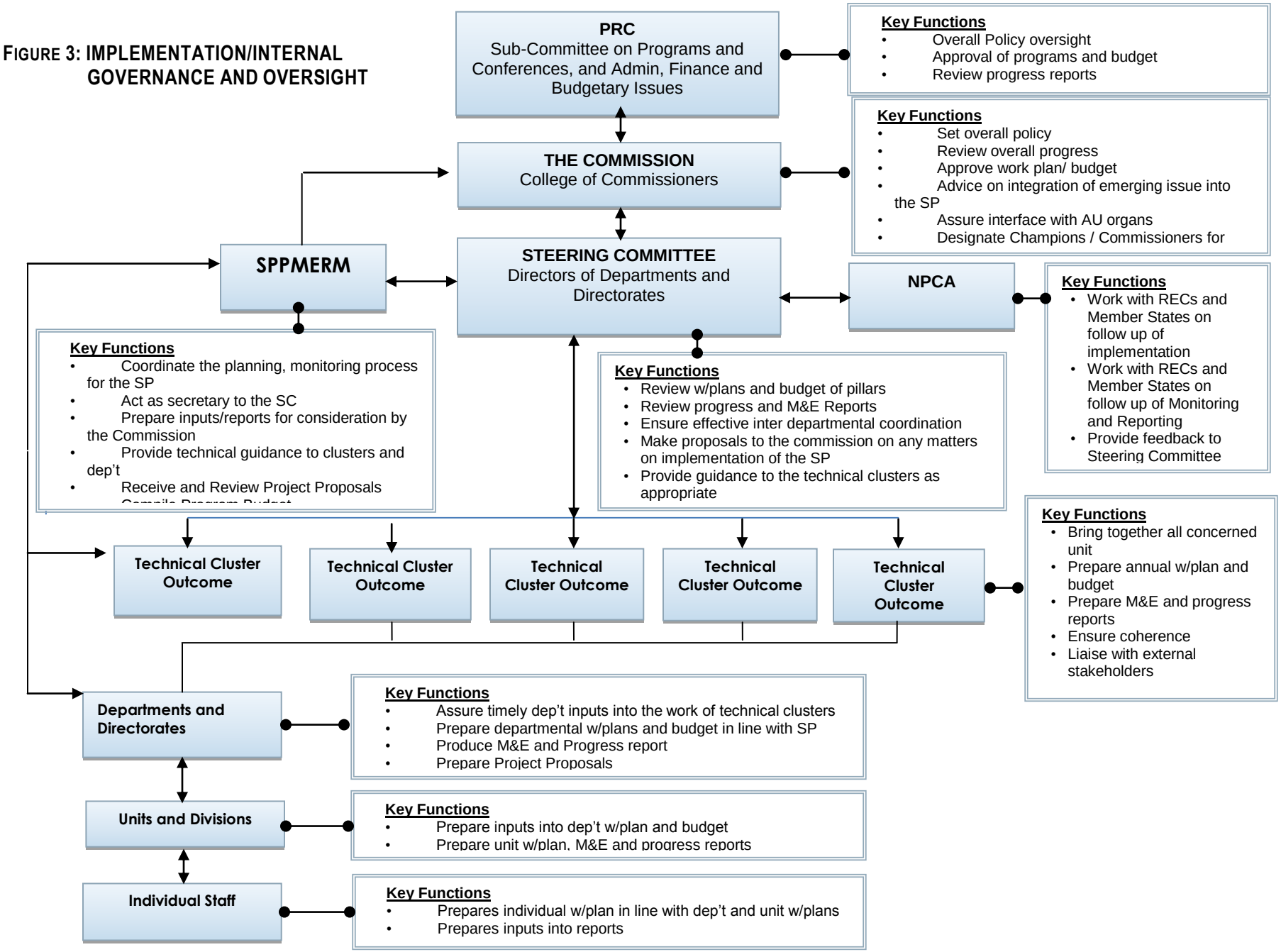
319. The departments/directorates will ensure timely inputs into the work of the Technical Clusters in terms of planning, monitoring and reporting.

320. These entities have the main responsibility for designing, implementing and following up of planned activities of the Strategic Plan, as well as developing and nurturing the appropriate relationships with stakeholders and strategic partners.

Individual staff

321. Individual staff shall ensure that their annual work plans are in compliance with approved work plans for implementing the strategic plan. Respective department/directorate/unit heads are expected to ensure this, if their budget is to be approved, and that this should be linked to performance appraisal of staff.

FIGURE 3: IMPLEMENTATION/INTERNAL GOVERNANCE AND OVERSIGHT



5.2 ROLES AND RESPONSIBILITIES OF VARIOUS ACTORS AND STAKEHOLDERS

322. The AUC plays a pivotal role to facilitate the integration ofe the continent. And in line with its mandate, the Commission will play a facilitating role through advocacy, provision of technical assistance by way of thematic studies and policy dialogue. The principles of complementarity and subsidiarity remain the heart of AUC agenda to realize meaningful contribution to the welfare of Africans, as well as, placing her competitively in global arena. In this context, other stakeholders will play the following roles.

Regional Economic Communities (RECs):

- Provide input reflecting regional priorities into the development of continental frameworks;
- Translate these continental frameworks into concrete regional programmes in close collaboration with NPCA and Member States;
- Monitor and evaluate implementation of regional programmes and mobilize resources for these programmes in close collaboration with NPCA;
- Provide technical backstopping to Member States in the implementation of regional programmes.
- Provide regular progress reports on the implementation of Regional Programs

Member states (at National Level):

- Integrate continental and regional strategy, policy and legal frameworks into national development plans and laws; and ensure implementation and Monitoring & Evaluation at national level.

NPCA:

- Translates strategy and policy frameworks into concrete programmes in close collaboration with RECs and Member States;
- Monitor and evaluate the implementation of regional and continental programmes in close collaboration with RECs and Member States;
- Mobilise resources and Partners to facilitate the implementation of regional and continental programmes.
- Provide regular progress reports on the implementation of Programs

Other AU Organs:

- Work closely with the African Union Commission (AUC) in the design and implementation of their respective Strategic Plans and accompanying programmes to ensure synergies and complementarities;
- The Organs will also provide regular progress reports to the AU Policy Organs.

5.3 MONITORING, EVALUATION AND REPORTING

323. The heart of the strategic plan is the macro and micro results matrixes (see annexes -----) prepared by the departments within the context of the seven outcomes. The attainment of the outcomes and the associated outputs have to be monitored, evaluated and reported upon. This sub-section outlines the framework for achieving those. It covers the purpose and principles, hierarchical levels and responsibilities, the monitoring tools, the monitoring cycle and evaluation.

Purpose and Guiding Principles

Purpose

324. The accompanying M&E Framework to the Strategic Plan is to serve four main purposes

- To provide information on quarterly / semi annual and annual basis to the Commissioners / Departments on progress towards the level of attainment of plan outcomes and outputs;
- To serve as the platform for revisions / updates of the outputs / indicators and the targets;
- To enhance evidenced -based Commission / Operational level decision making and lastly;
- To link the outcomes / outputs to resources expended – to ascertain the operational efficiency level of the Commission.

Principles

325. The development of the framework for the monitoring and evaluation of the plan is underpinned by four key principles amongst others.

- **Participation**: All the hierarchical levels of the Commission – the Office of the Commissioners, the Departments and the Divisions have been assigned roles to play. The participation by all will ensure that all identifiable entities within the Commission own both the processes and the outcomes of the plan implementation;
- **Transparency**: The formats and processes for the development of the macro / micro results matrix, preparation of the quarterly / annual work plans and the quarterly / annual monitoring processes show openness and support consistent and convergent behaviour by all parties;
- **Accountability**: Indicators and targets to be monitored / evaluated are assigned uniquely to departments; within an outcome/output area, there is lead department taking responsibility/providing the leadership in coordination the contribution of inputs from supporting departments. The supporting departments also have indicators and targets assigned to them where appropriate. Making departments accountable for performance will contribute immensely to the attainment of the plan goal/outcomes/outputs;
- **SMART**: As much as possible all the indicators and their accompanying targets set should be SMART: simple, measurable, achievable, reliable and timely.

What are to be Monitored and Evaluated?

326. Within the context of the plan implementation the following will be monitored

- The level of achievement of the targets set against the indicators in the macro matrix on annual basis;
- The level of achievement of the targets set against the indicators in the micro matrix on quarterly/ annual basis.

327. Within the context of the plan implementation the following will be evaluated amongst others

- **Relevance:** the continuing relevance of the plan goal and outcomes, the assumptions including the risks etc. during and after completion of plan implementation;
- **Effectiveness:**the extent to which the plan goal/outcomes /outputs have been attained within the various timelines set in the macro and micro matrices;
- **Efficiency**: the extent to which the management of plan implementation - the design of the plan at inception was correct at inception based on hindsight; the budget was spent / expenditures incurred were within budget etc.

Institutional Hierarchy and Responsibilities

328. A summary of the hierarchies within the AU and their assigned roles in the monitoring and evaluation of the plan implementation are tabulated below. The hierarchical level is based on figure 3 as presented in section 5.1.

Table 19: Level and Assigned Responsibilities in the M&E Framework

Level	Assigned Responsibilities
Members of the Commission and CEO of NPCA	1. Sets / reviews / approves the annual indicators and targets for the outcomes (macro matrix) 2. Approves annual work plans and budgets 3. Receives / reviews / provides feedback on semiannual / annual monitoring reports 4. Receives / reviews / approves Mid-Term / End of Plan Implementation Evaluations
Steering Committee	1. Reviews/ approves quarterly indicators and targets for outputs 2. Approves quarterly work plans and budgets 3. Receives / reviews / provides feedback on quarterly monitoring reports 4. Prepares quarterly progress reports for Commission's consideration 5. Recruits / supervises the work of mid-term and end of plan implementation Consultants 6. Provides oversight to the work of the Technical Cluster Groups
Technical Cluster(s)	1. Develops the annual /quarterly work plan for the Cluster (Outcome) 2. Review progress towards attainment of outputs/outcome on quarterly basis 3. Facilitate the monitoring of quarterly / annual plan implementation 4. Prepares quarterly / annual progress report for the consideration of the steering committee 5. Prepares semiannual reports with action plans for consideration by the Steering Committee
SPPMERM	1. Acts a the Secretariat for the Steering Committee • Prepares / integrates quarterly/ semi/annual work plans for validation by the Steering Committee • Prepares / integrates quarterly / semiannual/ annual monitoring reports for validation by the Steering Committee • Processes the recruitment and supervision of Evaluation Consultants 2. Acts a the Secretariat for the Technical Clusters • Coordinates / arranges the meetings of the Technical Clusters • Coordinates the preparation of Progress towards the attainment of Outcomes for validation by the Steering Committee 3. Manages the monitoring and evaluation cycle • Issues guidelines and timelines • Organizes coordinating meetings • Attaches staff to each technical committee for monitoring of indicators / targets including reliability and accuracy of the information provided with respect to the means for verification • Provides technical backstopping to technicalclusters/ departments 4. Prepares annual monitoring and evaluation reports
Department/ Divisions/Units	1. Prepares departmental annual/ quarterly work plans and budgets 2. Monitors progress towards the attainment of the outputs by using the means of verification in the results matrix, where appropriate 3. Participates in the deliberations of the Technical Clusters where applicable 4. Prepares departmental monitoring reports/ including monthly activities

Level	Assigned Responsibilities
	monitoring

The Monitoring Tools

329. To ensure plan implementation effectiveness, two sets of monitoring tools have been provided- indicators/ targets and formats.

Indicators / Targets

330. Both the Macro and the Micro results framework have indicators for each output that comes under an outcome. Each indicator under an output has its corresponding targets to be attained under each of the four years of the plan duration. A simple variance analysis – the target versus the actual for the year forms the basis of assessing the progress towards the attainment of an output / outcome.

331. The targets and their corresponding indicators though provided in the macro / micro matrixes at inception of plan implementation will be subject to annual review based on insights from the previous year's experience or mid-term plan implementation evaluation.

Formats

332. Two type of formats – for the preparation of quarterly /annual work plans (annex 2)and the preparation of annual/ quarterly monitoring reports (annex 3) have been provided. Both are linked to the micro results matrixes of the various outputs. Footnotes have been provided on the formats for their use.

333. There is a third format, the monthly activity monitoring format (see annex 4). This form will be used by the Directors of the Departments to monitor the monthly activities to be evolved from the quarterly work plans. They are to be kept by the departmental heads and it will enable them prepare the quarterly monitoring reports with ease.

The Monitoring Cycle

334. To remove ambiguities / uncertainties with respect to when each level isexpected to deliver on the roles assigned in the monitoring and evaluation chain, a monitoring cycle as presented by table 20 showing the hierarchy level, the deliverables and their due dates is being proposed as part of the plan implementation monitoring framework.In addition to this, there will be a provision for regular internal and external audits of the Plan.

Table 20: Monitoring Cycle

Level	Deliverable	Due Date(s)
Members of the Commission and CEO of NPCA	Approval of Indicators and Targets for current year +1	April of preceding year
	Approval of Work Plans and Budgets for current year +1	April of preceding year
	Feedback on Semi / Annual M &E Reports	June/July and December/January
Steering Committee	Validation of Quarterly work plans and budgets	March/June/September/December

Level	Deliverable	Due Date(s)
	Validation of quarterly / annual monitoring reports	March/June/September/December
Technical Cluster	Annual / quarterly Cluster Work Plans and Budgets	March/June/September/December
	Annual / quarterly Cluster Monitoring report	March/June/September/December
SPPMERM	Integrated quarterly / annual work plans and budgets	March/June/September/December
	Integrated quarterly / annual monitoring report	March/June/September/December
	Mid Term Evaluation Report	January-March 2016
	End of Plan Evaluation Report	September-December 2017
Departments	Quarterly / annual work plan and budget	March/June/September/December
	Quarterly / annual monitoring report	March/June/September/December

Plan Evaluation

335. To ensure that the outcomes / outputs of the plan are relevant at least during the implementation period and the implementation is managed efficiently and effectively, two evaluations will be conducted.

336. A mid-term evaluation will be conducted during the first quarter of the third year of the plan implementation. Insights from the evaluation will be used to rationalize the plan macro/ micro results matrixes in areas as revisions to the outcomes / outputs; the smartness of the indicators and their associated targets; the governance framework, the monitoring framework and the capacities of the managers / staff involved in the plan execution, monitoring and evaluation.

337. The second evaluation will take place during the last quarter of the fourth year of the plan. The timing of the evaluation is relevant – it will provide insights for the development of the fourth AU strategic plan that would be taking place at that time. The focus of the evaluation, because of its nearness to plan completion, will be more on the achievement level of the outcomes/ outputs, the continued relevance of the outcomes/outputs, effectiveness and efficiency of the management of the implementation- rather than the impact of the plan on the Members States and other beneficiaries of the plan

5.4 IMPLEMENTAION PLAN

338. The key components of the implementation plan within the context of the implementation arrangement are the annual work plan and budget execution and monitoring and evaluation.

339. The preparation of the annual work plan and budget by the departments / divisions is driven by the macro and micro results matrices in annexe 6.The sequencing / timing of the various components of the preparation of the annual work plan: issuing of annual indicators and targets by the Commissioners, followed by the preparation of annual work plans and budgets by departments / divisions, approval of the work plans and the budgets, etc. are contained in table 21

340. The plan for the monitoring of the plan implementation on a quarterly / annual basis and the evaluation at mid-term and end of plan follow the time lines as contained in table 20. The responsibilities of the key actors in the monitoring and evaluation chain- the College of Commissioners, the Steering Committee, the Technical Clusters, the

Departments / Divisions together with the time lines are also provided in provided table 20- level and assigned responsibilities in the M&E framework

5.5 ENABLING CONDITIONS

341. The right environment must be created for effective implementation of the Strategic Plan. These enabling conditions would include the following:

- Key stakeholders institutions on the continent as well as ordinary African citizens must be made aware of what the Commission, through its Third Strategic Plan, is setting out to achieve in order to strengthen their ownership and involvement. Measures to popularize the Strategic Plan should therefore be undertaken, involving press, TV, brochures, etc.;
- Member States need to ensure adequate funding (domestic resources) and legal instruments for the programmes of the Strategic Plan;
- The programmes of the Third Strategic Plan must be fully owned by Africa, including the continent progressively playing a bigger role and assuming leadership in the financing of these programmes.
- Operational efficiency, synergy and collaboration of AUC departments;
- Adherence to the principles of subsidiarity and complementarity between the AUC, other Organs and RECs;
- Within the Commission a culture of integrated thinking should be nurtured and strengthened such that the Commission acts one entity in pursuit of the goal and priorities of the Third Strategic Plan;
- To enhance streamlining, coordination, harmonization and reduced transaction costs, the Commission's donor partners need to move towards full direct budget support;
- Existence of a robust Monitoring and Evaluation mechanism;
- The Commission must endeavour to ensure that partners and Members States are approached early and that all prerequisites for triggering the release of funds are addressed in good time. It should also ensure that all departments, in particular the PBFA and SPPMERM, in a timely manner make available the fund utilization reports every quarter to AUC Management for their attention, decision making and direction, and to partners for their information;
- The Commission must move from focusing on predominantly normative work to a more proactive involvement in implementation of many of the complex inter-regional frameworks, policies and programmes: assessments/feasibility studies, design, negotiations/brokering agreements, putting in place governance frameworks, monitoring frameworks, mobilizing resources, etc., so as to accelerate progress towards realization of the continental agenda;
- The Commission must acquire critical capacities and competencies required to advance the continental agenda; the technical complexity of multi-country projects and investment negotiations will require new skills which the Commission must acquire or grow.

CHAPTER 6: PROGRAMME BUDGET AND FINANCING ARRANGEMENTS

6. 1. PROGRAMME BUDGET

342. The total programme budget for the Third Strategic Plan amounts to USD 1,119,348,519. The allocations, for the respective seven outcomes/priorities, are summarized in Table 21 below.

TABLE 21: AUC THIRD STRATEGIC PLAN (2014-2017) BUDGET BY OUTCOME

OUTCOMES/PRIORITIES	TOTAL BUDGET
OUTCOME 1: Peace and stability, good governance, democracy and human rights as foundations for development and stable societies promoted	148,175,333.00
OUTCOME 2: Policies and institutions for sustainable development, increased agricultural production, food and nutrition security, expanded value addition and market access, and sound environmental management, climate change implemented	316,041,477.00
OUTCOME 3: Infrastructure development and environment for inclusive economic development, industrialization, private sector-led intra-African Trade and sustainable utilization of natural resources created	309,295,664.00
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	131,779,846.00
OUTCOME 5: Strategies for resource mobilization, including alternative and additional sources of funding, to enable Africa to finance its programmes and development in place	14,680,888.00
OUTCOME 6: An AUC that communicates with and engages Member States/Stakeholders in defining and implementing the African agenda	4,536,554.00
OUTCOME 7: Institutional capacities of the AUC improved, and relations with RECs and AU Organs and with strategic and other partners strengthened	194,838,757.00
GRAND TOTAL	**1,119,348,519.00**

343. The above budget is made up of the following:

Category		2014	2015	2016	2017	Total
1	African Union Commission*	131,401,912	137,972,008	144,870,608	152,114,138	566,358,666
2	Pass through funds**	90,536,525	95,063,352	99,816,520	104,807,346	390,223,743
3	Technical Assistance***	37,763,663	39,651,847	41,634,439	43,716,161	162,766,110
	Grand Total	**259,702,100**	**272,687,207**	**286,321,567**	**300,637,645**	**1,119,348,519**

* This is total budget available to the Commission
** These are funds budgeted for but are transfers to Members States i.e. geothermal grant, IBAR livestock funds
*** These represent technical support for expected from development partners in special areas and expertise

344. During the first year, there will be also **Special projects** amounting to **US$24,241,656**. These are one off projects anticipated in the first year only such as IBAR headquarters, African Village, Residential houses for Commissioners

6. 2. FINANCING ARRANGEMENTS

345. The following options are proposed as financing arrangements for the Third Strategic Plan:

a) Member States: contributions from Member States have supported operational costs and to an extent the Commission's programme budget. There is a need for increased contributions of MS to programme budget of the Commission as demonstration of political will and ownership. There is an urgent need to explore new and innovative sources in partnership with governments and the private sector in African countries;

b) Traditional Donors: the Commission's traditional partners have generously provided the bulk of the funding of the Commission's programmes. It is expected that this partnership will continue into the 3rd strategic plan through the Joint Financing Arrangement currently in place, and ultimately hoped to fully evolve into budget support in the near future. However, as a demonstration of ownership of the Commission's priority programmes Member States will need to assume an incrementally larger share of the program budget;

c) Non-traditional donors: with Africa's trading and investment partners diversifying, it would be important to forge new partnerships with these emerging regions;

d) Domestic Resource Mobilization: including ways and means of involving the private sector in financing priority programmes will need to be explored;

e) The Commission will also explore ways to make use of existing Memorandum of Understanding with Member States where the latter are committed to provide technical support in the form of training and personnel in areas that the Commission may lack. This can only be reactivated on request.

346. Successful implementation of the Strategic Plan will require adequate, predictable, and sustainable sources of financing. In this context, strategies for resource mobilization, including alternative and/or additional sources will be explored. In particular, AU Policy Organs will need to reach early finality on the alternative sources of fund.

CHAPTER 7: CONCLUSION

347. The world and Africa is undergoing breath-taking changes in all spheres of life and African countries will need to embrace themselves to this fact, and take charge in order to remain competitive. The African Union Commission as the engine for reaching the Union's vision to "**build an integrated, prosperous and peaceful Africa, an Africa driven and managed by its own citizens and representing a dynamic force in the international arena"** must therefore be infused with a renewed sense of urgency in its work. There must be a decisive shift in the way the Commission works; a shift from being satisfied with implementing normative functions to proactively supporting accelerated implementation of the continental integration and socio-economic agenda of the continent.

348. There is convincing evidence that the African continent is on a sustainable path that will lead to increased peace, stability, security and prosperity for its citizens. What remains in question is how fast this process can be accelerated to ensure that the AU Vision is attained sooner rather than later.

Annextures

Annexures

ANNEX 1: STAKEHOLDERS ANALYSIS AND THEIR EXPECTATIONS

STAKEHOLDERS	EXPECTATIONS
Member States ▪ **Assembly** ▪ **Executive Council** ▪ **PRC** ▪ **Specialized Technical Committees**	▪ Transparency and accountability ▪ Efficient and prudent utilization of resources ▪ Timely and accurate information and reports ▪ Clear, timely and objective implementation of decisions and approved programmes ▪ Professional and quality servicing of meetings
Other AU Organs ▪ **Pan-African Parliament** ▪ **African Court of Justice and Human Rights** ▪ **ACHPR** ▪ **ECOSOCC** ▪ **PSC** ▪ **Financial Institutions** ▪ **African Committee of Experts on the Rights and Welfare of the Child**	▪ Advice, guidance and support for institutional formation, functionality and sustainability
RECs **ECOWAS, EAC, ECCAS, CEN-SAD, COMESA, SADC, IGAD, AMU**	▪ Coordination in the harmonization of the integration processes ▪ Cooperation and collaboration in respect of programmes
Civil Society	▪ Actualization of African integration ▪ Greater involvement and inputs in the decision-making process of the African Union
African Citizens including African Youth	▪ Push for integration ▪ Effective response to emerging challenges in Africa ▪ Representation of the interests of the ordinary African citizenry in the global arena ▪ Speak with one voice and defend African people's interests

African Diaspora	▪ Greater involvement in AU activities ▪ Strengthening the African Diaspora
Strategic Partners	▪ Effective coordination with Member States ▪ Cooperation on African common positions
Development Partners	▪ Transparency and accountability ▪ Timely and accurate information and reports ▪ Contract compliance
Private Sector	▪ Encouragement and promotion of viable Private-Public Partnerships ▪ Information-shearing ▪ Promotion of African businesses ▪ Private Sector Forum
Media	▪ Promotion and engagement as a medium of transmission ▪ Facilitation of access to information
AUC Staff	▪ Transparency and accountability; integrity; sound leadership; welfare; fairness; equality; career development; and job security.

ANNEX 2: ANNUAL WORKPLAN FORMAT

Department:
Outcome:

Output	Planned Activities	Time Frame (Qtrs)				Responsible Party	Budget		
		1	2	3	4		Funding Source	Description	Amount
1. _____ **Indicators / Targets** **a)** **b)** **c)**									
2. _____ **Indicators/ Targets** **a)** **b)** **c)**									
3. _____ **Indicators/Targets** **a)** **b)** **c)**									

Notes

1. The information on the outcome will be obtained from the results matrix.
2. The information on outputs will be obtained from the results matrix
3. The information on the indicators /targets will be obtained from the results matrix for the year in question
4. The planned activities must be spelt out by the manager .- it should be specific and must contribute to the attainment of the specified output
5. Time Frame - it indicates the quarter in which the activity will take place
6. Responsible party – who will undertake that activity
7. The budget part is the costing of the planned activities- and must be within the budget as per the costing / financing plan; the source of funding in the most will be AU but it can be donor or both AU and a donor

ANNEX 3: QUARTER / SEMI ANNUAL MONITORING FORMAT

DEPARTMENT:----------
YEAR:---------- QUARTER/SEMESTER :----------

Outcome					
Output **Indicators**	**The Activities**	**Target**			**Progress Towards Outputs**
		Year Planned	**Quarter Planned**	**Quarter Actual**	
1.					
2.					
3.					
4.					
5.					

Notes:

1. The Outcome is obtained from the micro results matrix
2. The Output is obtained from the micro results matrix
3. The Activities will be obtained from the annual work plan format
4. Target- Year Planned – the target set for the year as per the results matrix; Quarter planned – part of the annual target expected to be attained within the quarter; Actual quarter – the actual target attained for the quarter
5. Progress towards Outputs describes the level of completion of activities/targets set for the year (ie substantially completed; 100per cent completed; zero progress towards attainment of outputs etc.)

ANNEX 4: MONTHLYREPORTING FORMAT

DEPARTMENT: _____

OUTCOME:_____

QURATER:_____ MONTH:_____

YEAR:_____

PLANNED ACTIVITIES FOR QUARTER	**PLANNED ACTIVITIES AND LEVEL OF ACCOMPLISHMENT FOR MONTH**	
OUTPUT 1	PLANNED	LEVEL OF ACCOMPLISHMENT
Indicator		
Indicator		
OUTPUT 2		
Indicator		

Notes

1. Planned Activities for the Quarter for the Output in question is obtained from the approved Quarterly Work Plan and they should be organized around indicators within the output. The indicators is obtained from the quarterly / annual approved work plan
2. The planned activities for the MONTH will have to be developed / inserted by the Manager responsible for the output
3. The level of accomplishment - describes the extent to which the plan activities have been completed by the end of the month; constraints related to under achievement and possible actions for the rectification of the under achievement.

ANNEX 5: AFRICA MONITORING EVALUATION AND REPORTING TOOL (AMERT)

Introduction

Africa Monitoring Evaluation and Reporting Tool (AMERT) is a computerized planning, monitoring and evaluation system that was created to facilitate the process of integrating result based management within the commission. With this in mind, the tool incorporates logical framework analysis to link up all programs and projects with the strategic plan of the commission.

It is part of regional transformation and integration efforts to improve Monitoring and Evaluation capacities at AUC and the continent.

Overview of AMERT

The following modules and features are available:

Module	Functions
Planning	Project Proposal This part of the module covers the planning stage of your project. It guides the user to develop a result based project plan through well-structured procedures and methodologies. Work-plan In this part, the user designs his/her project's work-plan according to the approved project proposals.
Monitoring and Evaluation	Progress Reports Users can produce their periodical progress reports in the following manner 1. Monthly reports – for internal use of each department – under review 2. Quarterly reports – for official use of the commission Monitoring and Evaluation The progress of each project is monitored and evaluated according to their expected output targets and their indicators. [This part is not fully automated by the system]
Reporting	The following types of reports can be generated from AMERT. ✓ Project Proposals ✓ Program budget ✓ Annual work plans ✓ Periodical Progress reports ✓ Program Log frames ✓ Each reports can be categorized by ✓ Priority or Outcome ✓ Department ✓ Source of Fund ✓ Financial , Technical or Both

Since AMERT creates an environment, where any relevant information about a project, can be recorded, it can be used to generate different types of reports for different stakeholders and scenarios.

Some Facts about AMERT

- Ease of Access
  AMERT is a web based to which can easily be accessed from any corner of the world through internet.
- Open-source
  The tool is developed fully with open-source software development materials which incurred no additional license cost.
- Developed in-house
  AMERT was developed in-house; it is the product of the commission that came out from continuous consultations and valuable inputs with and from stakeholders.

Where are we now?

The tool was subject to different changes during its development in considering the transition of activity based planning and monitoring to result based planning, monitoring and evaluation.
The second version of the tool incorporating all required changes is functional and available online www.amert.org.
Departmental Trainings are currently being conducted.

Additional tasks are remaining and kind of corporation required

Task	Description / objective	Cooperation needed from	Level of Cooperation
Training	Continues refreshment courses need to be given to departments and staffs of the regional offices.	All Departments	• All departments need to assign focal person or super users for AMERT to facilitate the training and continuous tasks that follow • All assigned focal users have to be present during the training
Integration with SAP	AMERT deals with the narrative substance of reports, hence the need for integration with SAP in order to get up-to-date execution report to go with it.	PBFA	• PBFA need to provide an expert in SAP • PBFA need to create a "read only" level of access for AMERT in SAP
Integration of the Tool to the work flow of the commission	AMERT is a tool and just like any other system, it needs relevant information and continuous usage to be successfully operational and meet its goals.	• Higher management • All departments	• Higher management need to make use of AMERT mandatory for the process of planning, monitoring and evaluation of the commissions programs and projects • Departments should adhere to the procedures subject to planning, monitoring and evaluation

ANNEX 6: AUC THIRD STRATEGIC PLAN (2014-2017): RESULTS FRAMEWORK

Results Chain	Indicator	Base Year	2014	2015	2016	2017
Goal: **Improved quality of life for African citizens** **An integrated prosperous and inclusive Africa, at peace with itself, playing a dynamic role in the continental and global arena**	**Impact** **1. A Peaceful Africa**: Conditions of peace established and maintained on a sustainable basis 1.1 Existing conflicts resolved/New conflicts prevented/absence of conflict 1.2 People engaged equitably in civil society **2. A Prosperous & Integrated Africa** 2.1 Poverty reduced (head count) 2.2 Growth increased: GDP by MS; # MS achieving target of 6% GDP growth rate; # MS increased investment; increased business starts; increased productivity, increased commerce/free movement of goods, services and people across borders; 2.4 Agricultural growth increased: increased value addition to GDP; increased investment, increased farm productivity; improved food security 2.5 Climate change managed: effects of shocks mitigated; resources preserved; incidence of famine and hunger is mitigated	N/A				
Outcome 1: **Peace and stability maintained, good governance, democracy and human rights improved**	% of violent conflicts arising in the year that are resolved	25%	30%	45%	60%	75%
	# of Post Conflict Reconstruction and Development (PCRD) Programmes (including Women and Youth) successfully implemented by MS	4	5	6	6	6
	% elections declared as free and fair by AU / RECS Observer Missions in a calendar year	35%	45%	55%	65%	75%

Results Chain	Indicator	Base Year	2014	2015	2016	2017
	# of MS implementing the Rights Based Approach[64]	NA	10	10	10	10
	% of relevant National Institutions implementing ACPHR action recommendations.	NA	20%	20%	20%	20%
	# of MS implementing at least 50% of AU Legal instruments[65] they have ratified.	NA	16	19	21	24
	# of Regional Standby Forces that are fully operational	0 (three Regional Standby Forces are partially operational)	3	4	5	
Outputs						
Output 1.1 Capacities for Conflict Prevention, Management, and Peace Building in place	# of agreements/common platforms reached between the PSC and other similar Organs on Peace and Security (UNSC, EU Political and Security Committee, League of Arab State Peace and Security Council)	NA	3	3	3	3
	% of decisions taken by the PSC and the RECs/RMs (on peace and security) facilitated for implementation by the Commission per annum.	80	80	85	90	95
	# conflict prevention initiatives (election and governance related in nature) taken by the Panel of the Wise, in collaboration with similar organs in RECs, on peace and security.	5	20	20	20	20
	# Early Warning information/reports per region provided to the	NA	At least	At least	At least	At least

[64] (Rights-Based Approach to Development is an approach to development promoted by many International Development Agencies and non-governmental organizations (NGOs) that aim to achieve a positive transformation of power relations among the various development actors)

[65] Charter on Democracy, Elections and Governance; Convention on Protection and Assistance for Internally Displaced Persons; Charter on the Rights of the Child; Charter on African Cultural Renaissance; Humanitarian Policy Framework

Results Chain	Indicator	Base Year	2014	2015	2016	2017
	Commission/PSC and acted on in a calendar year		3	15	15	16
	Preparations/deployments of the ASF in preventive activities, conflict situation and disaster situations	NA	Test the ASF, including the Rapid Deployment Capability & ASF role in Humanitarian and Natural Disaster Support	Declare the ASF Fully operational	Field Training Exercise on ASF	Evaluation Exercise; Assessment of regional forces
	# MS facilitated to implement continental instruments on arms control and nonproliferation.	NA	At least 12	At least 12	At least 16 MS	At least 16
	% reduction of violent conflicts on the continent in a calendar year	NA	20	25	30	35

Strategies and Actions to Pursue

1. **Ensure full operationalization of the African Peace and Security Architecture – APSA**
2. **Mobilize resources to support AU peace and security agenda, including through Africa Solidarity Initiative (ASI) and voluntary contributions to the Peace Fund**
3. **Facilitate the formulation and implementation of policies/ initiatives to address the root causes of conflict in Africa**
4. **Promote traditional/community-based conflict resolution mechanisms**
5. **Promote research on Education and Culture for Peace on the Continent, including developing curricular in peace education**
6. **Put in place measures to address new and emerging Security threats – cybercrime, maritime security, piracy, fundamentalism, extremism, terrorism, etc**
7. **Promote implementation of the AU Plan of Action on Drug Control and Crime Prevention (2013-2017)**
8. **Within the framework of APSA, strengthen media networks to promote AU's efforts in conflict prevention, management and peace building.**
9. **Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and strengthen culture of peace.**

Results Chain	Indicator	Base Year	2014	2015	2016	2017
10. Accelerate Implementation of the AU Border Program **11. Support the African Centre for the Study and Research on Terrorism**						
AU Lead Department: P&S						
AU Cooperating Departments: Political Affairs, DSA, DIC						
REACH (External Partners)						
Output 1.2 Participation of women, youth (including the AU-YVC) and civil society in peace building, conflict prevention and Post-Conflict Reconstruction and Development facilitated	# of Women trained as trainers in conflict prevention, post conflict reconstruction and development in post-conflict countries.	45	80	80	80	80
	# of Youth (including the AU-YVC) trained as trainers in conflict prevention, post conflict reconstruction and development in post-conflict countries.	0	108	108	108	108
	# of civil society members trained as trainers in conflict prevention, post conflict reconstruction and development in post-conflict countries.	NA	54	54	54	54
	AU TOT Gender Manual for AU PSOs and PKOPS developed and used for the training program.	0	1	0	0	0
	# of facilitated dialogues for women/youth/civil society participation in conflict situation interventions	15	15	15	15	15
Strategies and Actions to Pursue **1. Design, promote and implement programmes to strengthen involvement/participation of women in peace building, conflict prevention and post-conflict recovery and development processes** **2. AUYVC and other relevant programmes implementation to strengthen involvement/participation of Youth in peace building, conflict prevention and post-conflict recovery and development processes** **3. Design, promote and implement programmes to strengthen involvement/participation of Civil society in peace building, conflict prevention and post-conflict recovery and development processes;** **4. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and strengthen culture of peace.** **5. Advocate and implement specific activities identified under core gender mainstreaming activities** **6. Design, promote and implement programmes to strengthen involvement/participation of PWDs in peace building, conflict prevention and post-conflict recovery and development processes**						
AU Lead Department: P&S						
AU Cooperating Departments: DPA, CIDO, Gender, DIC						
REACH (External Partners):						

Results Chain	Indicator	Base Year	2014	2015	2016	2017
Output 1.3 Post conflict reconstruction and peace building mechanisms enhanced	% of the existing post conflict countries in Africa emerging as successful PCRD cases.	50	55	60	65	70
Strategies and Actions to Pursue **1. Put in place measures to accelerate post-conflict recovery and reconstruction, as well as promote state building, stability and development in post-conflict countries** **2. Promote the imp0lementation of Security Sector Reform (SSR) and Disarmament, Demobilization and Reintegration (DDR) processes** **3. Promote policies and programmes to facilitate Transitional Justice in conflict affected countries to address impunity and ensure social cohesion and reconciliation** **4. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership**						
AU Lead Department: P&S						
AU Cooperating Departments: DPA, DI						
REACH (External Partners)						
Output 1.4 Good governance and democracy promoted	# MS ratifying the African Charter on Democracy, Elections and Governance	NA	8	16	24	38
	% African legislatures with at least 30% Women representation	19%	21%	23%	25%	30%
	# MS ratifying the Convention on Protection and Assistance for Internally Displaced Persons.	NA	14	27	38	46
	% of elections considered as free, fair and transparent by AU and other observer missions	NA	45%	55%	65%	75%
	Number of Member States that have ratified AU Women Protocol	36	2	2	2	2
Strategies and Actions to Pursue **1. Ensure effective and full implementation and operationalization of the Africa Governance Architecture/platforms - AGA** **2. Promote public sector reform through implementation of the African Union Convention on Preventing &Combating Corruption, the African Charter on Public Service & Administration, and the African Union's policies and norms on Decentralization and Local Governance**						

Results Chain	Indicator	Base Year	2014	2015	2016	2017
3. Facilitate/support the work of the Africa Peer Review Mechanism –APRM, and enhance the role of the AU in democracy and governance assessments **4. Enhance the effective implementation of the AU norms and standards on Governance and Democracy, and in particular, the African Charter on Democracy, Elections and Governance** **5. Strengthen measures to prevent and address unconstitutional changes of government and promote/facilitate the Holding of Democratically Free and Fair Elections** **6. Integrate governance in academic and professional education programmes** **7. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.** **8. Promote legal instruments that support justice as a means for preservation of peace and conflict resolution**						
AU Lead Department: Political Affairs						
AU Cooperating Departments: DIC, LC						
REACH (External Partners): National human rights Institutions, Electoral Management Bodies						
Output 1.5 Legal and Shared Values instruments, based on African and Universal Instruments promoted, particularly those focusing on the rights of women, youth, persons with disabilities and children	# national laws passed based on AU instruments		10	15	20	25
	# countries facilitated to implement the Action Plans based on Solemn Declaration on Gender Equality in Africa (SDGEA)	10	10	10	10	10
	# MSs reporting to ACHPR per annum	5	10	15	20	25
	# MS Ratifying Charter on the Rights of the Child	47	2	2	2	2
	# State Parties reporting on the implementation of Charter on the Rights of the Child	3	5	5	5	5
Strategies and Actions to Pursue **1. Promote the ratification and full Implementation of the African Charter on Human and People's Rights protocol on the Rights of Women** **2. Promote ratification and full Implementation of the African Charter on Rights and Welfare of the Child** **3. Support Implementation of the African Youth Charter** **4. Promote ratification and full Implementation of the Charter African Cultural Renaissance** **5. Undertake measures to accelerate adoption, domestication and implementation of shared values instruments;** **6. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.** **7. Support implementation of the Continental Plan of Action on the African Decade of Persons with Disabilities (2010-2019)** **8.** Develop**guidelines for addressing gender imbalance in Member States**						

Results Chain	Indicator	Base Year	2014	2015	2016	2017
AU Lead Department: LC						
AU Cooperating Departments: DPA, HRST, Gender, DI						
REACH (External Partners):						
Output 1.6 The capacity of the AU to coordinate and respond to humanitarian situations and protect civilians in conflict and disaster zones enhanced	# MS adopting/ratifying the African Humanitarian Policy Framework		5	10	15	20
	% reduction in response time to humanitarian situations					
	A system for data collection, analysis and reporting on humanitarian situations is established and managed by the Commission.	No	Yes	Yes	Yes	Yes
	Number of countries ratifying the Protocol to the Charter on Human and Peoples' Rights of Women in African Union	2	2	2	2	2
Strategies and Actions to Pursue **1. Support implementation of the African Humanitarian Policy Framework and the Disaster Management Policy** **2. Enhance the AU Humanitarian Fund and put in measures to achieve higher standards of protection and assistance for refugees, internally displaced persons and others affected by conflict and forced displacement.** **3. Support for the promotion of durable solutions including implementation of voluntary repatriation and cessation clauses as necessary** **4. Accelerate the implementation of AU Peace and Security instruments relating to protection of civilians in armed conflict and disaster management** **5. Special Emergency Assistance Fund for Drought and Famine in Africa**						
AU Lead Department: Political Affairs						
AU Cooperating Departments: Gender, DIC, P&S						
REACH (External Partners):						
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**	# of MS allocating 10% of their national budgets to Agriculture	8	10	12	14	16
	# of MS implementing AU policies on Nutrition	-	5	10	15	20
	# of MS implementing AU Climate Change Strategy	0	0	2	4	8
	% reduction in drought /climate triggered food security crises	NA	30	40	40	50
	# of MS implementing Common Position on Water and Great Green Wall for Sahara Sahel Initiative	-	2	4	6	8

Results Chain	Indicator	Base Year	2014	2015	2016	2017
implemented						
Outputs						
Output 2. 1 MS Implementation of CAADP priority programmes including animal resources as an instrument to boost agricultural production and productivity for food and nutrition security, and eliminating hunger and reducing poverty is supported.	# of MS facilitated to transform systems, policies and institutions with inclusive and transparent coordination and assessment mechanisms, and scorecard on implementation for agricultural development for results and impacts annually.	-	5	10	15	20
	Capacity Building initiatives on implementation of CAADP platforms including SPS, organic farming, animal health and production, AU land Policy, Policy framework on Pastoralism in Africa, African Seed and Biotechnology Programme, building resilience in Semi-Arid Zones of Africa as well as access to CAADP related quality data and analysis established and executed[66]	8	8	8	8	8
	# of regular transparent and inclusive assessments of public and private investments in agriculture sector conducted annually	-	6	4	4	4
	# of platforms on food security and nutrition for monitoring progress and sharing experience/lessons on policy drive and hunger reduction interventions established and facilitated annually	-	3	2	2	2
	# of financing instruments and frameworks for African Fertilizer Financing Mechanism developed and operationalized annually	-	1	1	1	1
	# of animal resource initiatives including animal health and production facilitated for integration into MS plans annually	-	2	2	2	2
	A structured and systematic system for the collection and analysis of data, and dissemination of sustainable land use policies in SIDS (Small Island Developing States) in place		No	Yes	Yes	Yes
	Tools for gender integration	1	1	1	1	1

[66] Trainings/types of tools developed and number/type of Technical Assistance

Results Chain	Indicator	Base Year	2014	2015	2016	2017
	African Nutrition Strategy	0	0	1	0	0
Strategies and Actions to Pursue **1. Accelerate implementation of CAADP as an instrument for agricultural growth, transformation and eliminating hunger and reducing poverty** **2. Promote/facilitate implementation of Africa Nutritional Strategy, and address the risks of vulnerability, resilience and risk management** **3. Promote and facilitate the generation and dissemination of knowledge, innovation and technology for agricultural transformation** **4. Mainstream social protection in CAADP** **5. Harness the potential of animal resources development for wealth creation and to contribute towards enhanced food and nutrition security** **6. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership** **7. Ensure that agricultural and livestock programmes including the Pan African Tsetse and TrypanosomiasisEradication Campaign (PATTEC) Initiative are well integrated in the CAADP framework and successfully implemented** **8. Harness the potential of animal resources development for wealth creation and to contribute towards enhanced food and nutrition security**						
AU Lead Department: DREA						
AU Cooperating Departments: NPCA, DIC, DSA, Gender, Peace & Security, Trade & Industry, HRST, Political Affairs						
REACH (External Partners) **RECs, FAO, IFPRI, WB, WFP, ECA, AfDB, EU, USAID, DfID, GIZ, CTA, CIDA, NETHERLANDS, FARA, SROs, CGIAR, AATF, AGRA, OIE**						
Output 2. 2 Implementation of Priority Programmes on Environment and Natural Resource Management including Climate Change facilitated	# of MS facilitated to implement the AU Climate change Strategy annually, as well as upholding the African common position on climate change issues supported by earth observation and meteorological data.	0	5	5	5	5
	# of capacity building initiatives on natural resources accounting, climate change, green economy, forestry, water, DRR, MEAs, Earth Observation data, biodiversity, chemicals and desertification established and implemented annually[67]	-	10	10	10	10
	# of Member States facilitated to sign a compact to implement the African Water Vision 2025	0	0	5	10	15
	# of Member States facilitated to implement the Great Green Wall for Sahara and Sahel Initiative annually	0	5	5	5	5

[67] Trainings/types of tools developed and number/type of Technical Assistance

Results Chain	Indicator	Base Year	2014	2015	2016	2017
	# of flagship programmes on Rio+20 outcomes developed and operationalized annually	0	2	2	2	2
	# of RECs and Member States facilitated to implement the programme of Action on the Africa Regional Strategy on DRR including regional and national platforms established annually	-	3	3	3	3
	# Mechanisms developed to facilitate exchange of information / experience sharing on climate change and environmentally induced disasters among Member States	0	1	1	1	1
Actions / Strategies to Pursue **1. Promote/facilitate sustainable management of the environment and natural resources, including water, land, biodiversity, etc** **2. Put in place measures to facilitate progress in the implementation of the Africa Climate Change Agenda, including Green Economy** **3. Facilitate the Implementation of the Great Green Wall for the Sahara and Sahel Initiative** **4. Facilitate the realisation of the Africa Water Vision 2020** **5. Facilitate the implementation of the African Regional Strategy on Disaster Risk Reduction** **6. Facilitate the implementation of the programme on Monitoring of the Environment for Sustainable Development** **7. Facilitate Member States capacity strengthening through implementation of the Multilateral Environmental Agreements.**						
AU Lead Department: DREA						
AU Cooperating Departments: GENDER , HRST, DIC, Peace & Security, DSA						
REACH (External Partners):						
Output 2.3 Programmes for enhancement of Agribusiness including access to productive resources and capacity of Women, Youth and	of capacity building initiatives on agribusiness; and access # to land, finance and agricultural inputs for women, youth and facilitated annually persons with disabilities implementation[68]	0	1	1	1	1
	# of programmes to enhance the entrepreneurial capacity of women in agri-business elaborated and operationalized annually	0	1	1	1	1
	# of agriculture related initiatives of AIDA and 3ADI facilitated annually	0	1	1	1	1

[68] Trainings/types of tools developed and number/types of Technical Assistance

Results Chain	Indicator	Base Year	2014	2015	2016	2017
persons with disability supported	Pan African Agribusiness Promotion Strategy developed and implementation facilitated	None	None	Strategy developed and promoted	Implementation of strategy facilitate; 10 National Agribusiness organisations indicate strategy implementation is beneficial	Implementation of strategy facilitate; 10 National Agribusiness organisations indicate strategy implementation is beneficial
	Framework policy for boosting women's and youths access to land, capital and credit	0	1	0	0	0
	No Projects implemented (Fund for African Women)	54	54	54	54	54
	Number of projects approved for funding under the AWD 2013 theme	40	40	40	40	40

Actions / Strategies to Pursue

1. **Promote measures to enhance access of women, youth and persons with disabilities to Land and other Agricultural Productive Assets**
2. **Continue to Implement and manage projects under the Fund for African Women by theme as sector designated**
3. **Continue to roll out the African Women Decade Themes through relevant department and Directorates**
4. **Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.**

AU Lead Department: DREA

Results Chain	Indicator	Base Year	2014	2015	2016	2017
AU Cooperating Departments: T&I; NCPA, DIC, DSA, HRST						
REACH (External Partners) **UNIDO, AfDB, UNDP, ECA, WEF, MFW4A**						
Output 2.4 Strengthening of Infrastructure for market access and trade in agricultural products promoted	# of Mechanisms (Joint Action Groups) for promotion of Regional Trade and Rural Infrastructure elaborated annually	0	1	2	2	2
	# of frameworks for the development and promotion of regional value chains for strategic agricultural commodities elaborated annually	0	1	1	1	1
Strategies and Actions to Pursue **1. Design and support implementation of programmes on rural infrastructure and value addition** **2. Support programmes specifically designed to assist women, youth and persons with disabilities undertake value-addition of agricultural products;** **3. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership**						
AU Lead Department: DREA						
AU Cooperating Departments: I&E, DIC						
REACH (External Partners): AMCEN, AMCOW, RECs, WMO, UNISDR, UNEP, EU, ACP, ECA, AfDB,						
OUTCOME 3 Infrastructure development and environment for inclusive economic development, industrialization, private sector-led intra African Trade and sustainable utilization natural resources created	# of MS effectively implementing policy frameworks designed for inclusive economic growth and sustainable development and progressive reduction of income inequalities, per year.	15	20	25	30	
	# of regional projects adopted/undertaken under PIDA		5	5	5	5
	% increase in intra-African Trade	13.3	13.7	14.1	14.5	15
Outputs						
Output 3.1 Enabling Policy frameworks for inclusive development formulated, promoted and implementation capacity of	# MS adopting policy frameworks for inclusive development and integrating them appropriately into national development initiatives per year		5	5	5	5
	# MS receiving appropriate capacity building support for implementation of policy frameworks for inclusive growth per year (technical assistance, studies and training of Government Officials and Development Oriented		5	5	5	5

Results Chain	Indicator	Base Year	2014	2015	2016	2017
Member States enhanced	NGOs/CSOs, etc)					
	A system for assessing the level of inclusive growth in MS established and managed by AU		Yes	Yes	Yes	Yes
Strategies and Actions to Pursue **1. Design and implement policies and programmes for promoting inclusive growth and poverty reduction** **2. Promote measures to accelerate progress towards implementation of MDGs and the Post 2015 Agenda** **3. Promote policies designed to reduce and/or eliminate economic marginalization and social vulnerabilities through implementation of the Social Policy Framework for Africa** **4. Facilitate implementation of the 2004 Plan of Action of Ouagadougou on Employment Promotion and Poverty Alleviation** **5. Promote access of the informal economy and rural workers to affordable and appropriate social security schemes** **6. Support improvement of labour-related statistics and information systems;** **7. Promote access to financial services by micro and small scale enterprises through establishment of African Micro Financial Enterprises** **8. Promote the private sector through increased investment rates and enhanced productivity** **9. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.**						
AU Lead Department: DEA/DSA						
AU Cooperating Departments: T&I, DIC, DREA, HRST						
REACH (External Partners):						
Output 3. 2: The Programme for Infrastructure Development in Africa facilitated[69].	% increase in mobilization of sustainable resources for projects preparation per year;	5	*10*	15	15	15
	# MS/RECs receiving appropriate capacity building support for implementation of PIDA Priority Action Plan (PAP) per year (technical assistance, studies, project Implementation Unit, training, etc)	0	12	12	12	12
	% of PIDA PAP flagship projects facilitated and under implementation per year	5%	10%	15%	15%	20%
Strategies and Actions to Pursue **1. Facilitate the operationalisation of IAIDA Governance structures/ agenda** **2. Promote implementation of Missing Links for Transport and ICT Infrastructure projects**						

[69] (Resource mobilization and capacity building for project preparation, consensus and political commitment)

Results Chain	Indicator	Base Year	2014	2015	2016	2017
3. Promote the adoption of Common transport Policies, strategies and regulatory frameworks **4. Access to integrated digital economy and reliable, and affordable ICT and Post Networks and services** **5. Integrated trans boundary water resource management for continental development** **6. Energy Infrastructure Development and Access** **7. Policy guidelines on fossil fuel (oil and gas) developed and promoted to contribute to socio economic development**						
AU Lead Department: IED						
AU Cooperating Departments: DEA, T&I, NPCA						
REACH (External Partners): RECs Member States, AfDB, Specialized Agencies, UNECA, Private Sector, International and African Financing Institutions						
Output 3.3 Access to modern energy services for the majority of the African population enhanced						
	# of Energy Projects and Initiatives implementation facilitated per year	**5**	**5**	**5**	**5**	**5**
	# Technical Assistance provided to Small Island Developing States (SIDS) on formulation of energy policies, standards and guidelines	**0**	**0**	**2**	**2**	**2**
Strategies and Actions to Pursue **1. Accelerate development of renewable energy and others Source** **2. Facilitate regional and continental clean power generation and transmission projects;** **3. Develop guidelines on renewable energy (Geothermal, Hydro, solar, bio-energy and wind) to contribute to socio economic development**						
AU Lead Department: IED						
AU Cooperating Departments: DEA, T&I, NPCA						
REACH (External Partners): RECs Member States, AfDB, Specialized Agencies, UNECA, Private Sector, International and African Financing Institutions						
Output 3. 4 Policies and Standards to promote Continental integration facilitated	# of Member States adopting at least one continental and regional sectoral policies and standards and integrating them into national context per year	NA	15	15	15	9
	The Integration Fund is operational	No	No	Yes	Yes	Yes
	Operationalisation of the African Investment Bank/African Central Bank/African Monetary Fund	None	None	None	At least 1 operatio	At least 2 operatio

Results Chain	Indicator	Base Year	2014	2015	2016	2017
					nal	nal
	# of Member States implementing Harmonised African Tourism policy and standards.	0	0	6	12	20
	# of guidelines on Postal sector developed and promoted to contribute to continental and regional integration	1	2	2	2	1
Actions/ Strategies to Pursue **1. Support Harmonization and coordination of Macro Economic Policies** **2. Support the operationalization of Pan-African Financial and Monetary Institutions** **3. Promote Standardization and Harmonization of Statistics through the African Statistical Charter and other Measures** **4. Take measures to accelerate implementation of MIP (Minimum Integration Programme) through putting in place the Integration Fund** **5. Put in place the Observatory on Integration (M&E/Data base) for the integration process** **6. Enhance awareness, delivery, coordination and accountability for the integration process** **7. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership** **8. Promote policy and guidelines to support energy, transport and ICT and Post regional and continental programmes**						
AU Lead Department: DEA						
AU Cooperating Departments: T&I, HRST, DPS, DREA, DEA, AFREC and NPCA, DSA						
REACH (External Partners) **AfDB, UNECA, RECs, ATU, PAPU, AFCAC, RPPs, UPDEA, ITU, EU, UPU, German BMZ, USAID, World Bank**						
Output 3.5 Trade and Customs facilitation policies developed and promoted and CFTA negotiations facilitated	# of trade and customs policies formulated and adopted by Member States per year		6	6	6	6
	% completion of CFTA negotiations	0	10	60	80	100
	Capacity building initiatives[70] on trade and customs conducted per year	0	2	2	2	2
Actions / Strategies to Pursue **1. Implement Initiatives Related to Boosting intra - African Trade (BIAT)** **2. Design and Implement Policies and Programmes on Trade, Industry and Customs to enhance Market Access – at continental and global levels** **3. Accelerate Progress Towards Establishment of the Continental Free Trade Area (CFTA)** **4. Design and implement programmes aimed at boosting market access (continental, global) for women and youth entrepreneurs;**						

[70] Negotiation skills, Technical Assistance, studies and training

Results Chain	Indicator	Base Year	2014	2015	2016	2017
5. Promote labour migration to support cross-border investment and to fill the skills gap 6. **Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.**						
AU Lead Department: T&I						
AU Cooperating Departments: DEA, DIC, Political Affairs, DSA, Gender, DREA, HRST, I&E						
REACH (External Partners): RECS						
Output 3.6 Policies for private sector engagement and improved business climate in Africa developed and promoted	# of policies, strategies, frameworks and codes developed and integrated into national context per year	NA	3	3	3	3
	# of Member States receiving appropriate capacity building support for implementation of policy frameworks per year (technical assistance, studies and training)	NA	5	5	5	5
	Business Climate Observatory is operational	No	No	Yes	Yes	Yes
	# of new industries established on the continent	NA	15	20	30	40
Actions / Strategies to Pursue **1. Implement measures to support private sector development in Africa** **2. Implement measures to support improved business climate in Africa;** **3. Implement the African Productivity Agenda** **4. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.**						
AU Lead Department: EAD						
AU Cooperating Departments: T&I, DIC, PAD						
REACH (External Partners):UNDP, UNECA,RECs, EU, FICCI (Federation of Indian Chambers of Commerce and Industry), KFFSED Kuwait Fund for social and Economic Development); SDF (Saudi Development Fund), IDB(Islamic Development Bank) and ITC (International Trade Centre)						
Output 3.7 Women, Youth and persons with disabilities entrepreneurship promoted and supported.	# of appropriate entrepreneurship programs established for women per year		4	4	4	4
	Architecture for sports in Africa designed and operational	No	No?	No?	Yes?	Yes?
Strategies and Actions to Pursue **1. Design, Promote and Implement policies and programmes on Women Entrepreneurship** **2. Design, Promote and Implement policies and programmes on Youth Entrepreneurship;** **3. Design, Promote and Implement policies and programmes on Entrepreneurship for persons with Disabilities, including the protection of intellectual**						

Results Chain	Indicator	Base Year	2014	2015	2016	2017
properties/works of PWD, to enhance their possibilities to create job opportunities and self-employment **4. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership**						
AU Lead Department: DEA /HRST						
AU Cooperating Departments: Gender, DIC, DSA, I&T						
REACH (External Partners):IWBA (International Women Business association); RWBA (Regional Women business association); BCW(Business council for women)						
Output 3.8 Policies for sustainable utilization of the continent's mineral and other resources developed and promoted	# of MS adopting policies for sustainable utilization of mineral and other resources and integrating them into national development initiatives per year	0	0	5	10	15
	African Mineral Centre operational	No	No?	No?	Yes?	Yes?
	Capacity building initiatives for the adoption of Minerals Policy by MS • Number/type of training/Number of people trained • Number and types of tools developed • Number/type of Technical Assistance	 0 0 0	 0 0 0	 5 1 5	 10 2 10	 15 3 15
Actions / Strategies to Pursue. **1. Implement programmes in the framework of the African Mining Vision Action Plan for improved governance and value addition to Africa's mineral resources** **2. Facilitate the Establishment of the African Minerals Development Centre;** **3. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership**						
AU Lead Department: T&I						
AU Cooperating Departments: DREA, DIC, IED, NPCA, P&S, DPA						
REACH (External Partners): UNECA, FAO, IFAD						
OUTCOME 4: Policies and programmes to enhance health, education and employable skills underpinned by investment in services, science, research and	44of MS implementing aligned AU PHC Programmes/AHS per annum	0	5	5	14	20
	40 MS increasing budgetary allocation to health in particular MCH, HIV, TB and Malaria	25	3	3	4	5
	# MS implementing innovative programmes in education/employment skills for women and youth	NA	5	10	20	30
	30% increase in 5 MS investment in science, technology and innovation based on the 2023 Strategy on Science and Technology	NA	5	5	10	10

Results Chain	Indicator	Base Year	2014	2015	2016	2017
innovation implemented by Member States	45 MS implementing the Social Policy Framework facilitated by AUC per year	NA	5	10	15	15
Outputs						
Output 4.1 Implementation of the African Health Strategy (AHS) promoted.	25%of MS domesticating the AHS in their national development plans per annum.	15	12	12	12	12
	# of MS implementing AHS programs per annum.	3	3	3	3	3
	# of MS receiving TA on the implementation of AHS programs per annum.	12	12	12	12	12
Strategies and Actions to Pursue **1. Accelerate the implementation of the Africa Health Strategy, "Abuja Call", Continental Policy on SRHR &its Maputo Plan of Action, ARNS, CARMMA** **2. Promote Result Delivery & Accountability on Universal Access to HIV/AIDS, TB, MNCH & Malaria Services, ARNS** **3. Promote Concerted Actions on PMPA implementation** **4. Enhance training in medical and health sciences** **5. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness;** 6. **Ensure all target stakeholders receive information to promote stronger involvement and ownership.**						
AU Lead Department: DSA						
AU Cooperating Departments: Gender, Trade & Industry, HRST, Communication, Economic affairs, Peace & Security, Medical Services						
REACH (External Partners): UNFPA, WMO, UNICEF, UNAIDS, UNIDO, WFP, USAID, AUSAID, AfDB, NEPAD, Marie Stopes International, IPPF-Africa Regional Office, IPAS Africa, Partners in Population & Development (Africa region)						
Output 4.2 Strategies for quality education, skills development and services, particularly for women and youth, are designed and promoted.	25% MS domesticating Africa Second Decade of Education Action Plan in their national development plans per annum.	NA	12	12	12	12
	25% MS adopting TVET programs.	15	12	12	12	12
	5 hubs of the Pan-African University fully established and operational.	3	4	5	5	5
	10% of MS that have ratified the revised Arusha Conventions per annum.	0	5 %	5 %	5 %	5 %
	2 of skills development programmes for women and youth designed and promoted.	1	2	2	2	2
	% of Member States reporting progress in local media on innovative policies in education and skills development initiated by AU	0	20	20	30	35
Strategies and Actions to Pursue **1. Fast-track implementation of the African Second Decade of Education Action Plan** **2. Fast-track implementation of the Youth Decade Action Plan** **3. Design, Promote and implement Programmes on Skills Development and Employment for Youth including the AUYVC and TVET programmes**						

Results Chain	Indicator	Base Year	2014	2015	2016	2017
4. Promote Intra-African Student Mobility through Scholarship Schemes **5. Support Harmonization of Higher Education Programmes and Implement African Quality Assurance Framework to facilitate Recognition of Academic Qualifications across the Continent** **6. Design, Promote and Implement Programmes on Skills Development and Employment for Women** **7. Support the scaling up of the Pan African University.** **8. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership**						
AU Lead Department: HRST						
AU Cooperating Departments: Gender DSA, Peace & Security, DIC, Trade & Industry						
REACH (External Partners),						
Output 4.3 Policies and strategic programs for investments in science, research and innovation are designed and promoted to enhance Africa's Global Competitiveness promoted	25% MS in collaboration with RECs adopting the 2023 Strategy on Science and Technology in their development plans.	12	12	12	12	12
	3 technical Pan-African institutions (Intellectual Property Organization, Research and Innovation Council, STI Observatory) established and operational	2	Fully functioning AOSTI	n/a	ARIC established	PAIPO established 1000 research chairs established
	African Space Technologies policy and strategy developed and promoted	0	0	1	0	0
	Four (4) publicity and public participation programs in science and technology (parliamentarian awareness, scientific awards, etc) are implemented per annum.	3	4	4	4	4
	7 intra-Africa collaboration projects on scientific research and development.	3	3	3	3	3
Actions / Strategies to Pursue **1. Strengthen and Consolidate Training and Research in STEM (Science, Technology, Engineering and Mathematics)** **2. Enhance teacher development in STEM** **3. Promote Actions to Advance Science Technology and Innovation in Africa** **4. Support the Implementation of the Consolidated Plan of Action for Science &Technology** **5. Support Implementation of the AUC Frameworks for Biodiversity, Bio-safety and Bioethics** **6. Support the Establishment of the Pan African University** **7. Establish and implement African Space and Technology Policy, programmes and strategic pan-African institutions and networks**						

Results Chain	Indicator	Base Year	2014	2015	2016	2017
8. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.						
AU Lead Department: HRST						
AU Cooperating Departments: DSA, Trade & Industry, DREA, Communication, Gender, DTI						
REACH (External Partners):						
Output 4.4 Frameworks for social security and protection of vulnerable groups (children, persons living with disabilities) promoted.	4 programs on vulnerable groups (children, persons living with disabilities, aged, and migrants) developed and promoted.	3	4	4	4	4
	25% MS adopting the Social Policy Framework per annum.	NA	12	12	13	13
	System for collection and analysis of data on implementation of the Social Policy Framework in place and managed by AUC	No	No	Yes	Yes	Yes
	Level of safety nets programs in Member States	NA	This is to be determined as indicator came from Exec Council meeting			
Strategies and Actions to Pursue **1. Promote implementation of the Action Plan on the Family in Africa.** **2. Promote implementation of the Revised Call for Accelerated Action on the Plan of Action Towards Africa fit for Children** **3. Promote implementation of the Continental Plan of Action on the African Decade of Persons with Disabilities (2010-2019)** **4. Promote and facilitate the implementation of the African Charter on the Rights and Welfare of the Child(ACRWC)** **5. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.**						
AU Lead Department : DSA						
AU Cooperating Departments: HRST, Peace & Security, DREA, Gender, DIC						
REACH (External Partners):						
OUTCOME 5: Strategies for resource mobilization, including alternative and additional sources of funding, to enable Africa to finance its programmes and development in place	% increase in resources available to fund AU programmes with emphasis on internally generated funds from MS/other stakeholders	NA	10	10	10	10
	% increase in Strategic Partners funding support to AU programmes being implemented by MS per year.	NA	10	10	10	10
Outputs						

Results Chain	Indicator	Base Year	2014	2015	2016	2017
Output 5.1 A financially sustainable and viable Commission attained	An AUC Resource Mobilization Strategy and Action Plan developed and operational	0	1	0	0	0
	Resource mobilization action plan developed and operational	0	0	1	0	0
Actions/ Strategies to pursue **1. Design and Implement Resource mobilization framework / strategy to ensure sustainable and predictable sources of income** **2. Put in place new modalities of collaboration with traditional donor partners;** 3. **Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership**						
AU Lead Department: SPPMERM						
AU Cooperating Departments: All						
REACH (External Partners):						
Output 5.2: Alternative sources of funding for Africa to finance its development programs identified and implemented	Compliance levels by Member States of the Obasanjo report recommendations on Alternative Sources of Funding.	0%	0%	10%	30%	50%
	A system in place to monitor the implementation of the Obasanjo report on Alternative sources of funding	0	0	0	1	1
Actions/ Strategies to pursue **1. Facilitate finalization of the work of the High level Panel on alternative sources of funding** **2. Implement the recommendations of the High Level Panel on Alternative sources of funding** **3. Strategies for enhancing domestic resources for development designed and promoted**						
AU Lead Department: DEA/BCP						
AU Cooperating Departments: All						
REACH (External Partners):						
Outcome 6 An AUC that communicates with and engages Member States/Stakeholders in defining and implementing the African Agenda	# of MS where at least 20% of the citizens are aware of the AU Brand and AU African Agenda	NA	5	10	15	20
	# polices / frameworks contributed by Platform Stakeholders within the context of the attainment of AU Vision.	NA	2	2	2	2
Outputs						

Results Chain	Indicator	Base Year	2014	2015	2016	2017
Output 6.1 Rebranding of the African Union Commission, effective Communication and increased Visibility achieved	% increase in AU brand recognition	NA	30	40	50	60
	# MS that have included the teaching on African Union in their respective educational curriculum;	0	0	3	5	15
	#. of Member States that have introduced AU Anthem in public schools, etc.	0	0	5	15	20
	#. of Reports on AU and African development issues shared with Member States in a quarter	NA	15	20	20	20
	# of AU Commission programs, including the 2014-2017 Strategic Plan popularized in Member States in a calendar year	NA	15	15	15	15
	# of feedback on reported AU and African development issues in a quarter through website, social media, etc	NA	100	200	300	500
Actions /Strategies to pursue **1. Put in place and implement a Union-wide Strategy for Communication and outreach in collaboration with Member States and other stakeholders to improve the image of Africa;** **2. Design and implement thematic and specific media plans to raise awareness and ensure ownership of the AU vision and missions;** **3. Enhance AUC capability to deliver effective communications and output, able to plan, develop, coordinate, and implement a continental communications strategy in order to inform and influence audiences across Africa;** **4. Build and enhance AUC capability to broadcast, and sustain comprehensive communications plans and associated programs in line with AU objectives;** **5. Support effective communication of AU policy, objectives and missions across the AU member states, and across the international community;** **6. Promote and fully implement Gender Instruments** **7. Promote a Youth Friendly African Union** 8. **Put in place Measures to preserve and promote use of the Commission's publications, information and archival materials**						
AU Lead Department: DIC						
AU Cooperating Departments: BCP, BDCP, Other						
REACH (External Partners):						
Output 6.2 Stakeholders' involvement in African Agenda implementation, which reflects equal participation of women, youth and vulnerable groups	# of joint initiatives between AUC and other AU Organs and key Pan African Institutions	3	5	6	7	8
	# of policies/programmes jointly developed and implemented with AU organs and RECs	0	3	5	7	10
	# of joint initiatives between AUC and Civil Society Organizations/Diaspora networks involved in the implementation of African Agenda	3	6	9	10	12
	# of national women organizations trained in the popularization of AU	0	5	5	5	5

Results Chain	Indicator	Base Year	2014	2015	2016	2017
improved.	Gender instruments.					
	Number of women involved in stakeholder meetings and forums on branding Africa	0	20	20	20	20
Actions /Strategies to pursue **9. Put in place and implement a Union-wide Strategy for Communication and outreach in collaboration with Member States and other stakeholders to improve the image of Africa;** **10. Design and implement thematic and specific media plans to raise awareness and ensure ownership of the AU vision and missions;** **11. Enhance AUC capability to deliver effective communications and output, able to plan, develop, coordinate, and implement a continental communications strategy in order to inform and influence audiences across Africa;** **12. Build and enhance AUC capability to broadcast, and sustain comprehensive communications plans and associated programs in line with AU objectives;** **13. Support effective communication of AU policy, objectives and missions across the AU member states, and across the international community;** **14. Promote and fully implement Gender Instruments** **15. Promote a Youth Friendly African Union** 16. **Put in place Measures to preserve and promote use of the Commission's publications, information and archival materials**						
AU Lead Department: DIC						
AU Cooperating Departments: All						
REACH (External Partners):						
Outcome 7: Institutional capacity of the AUC improved, and relations with RECs, AU Organs and other strategic partners strengthened.	% Level of Client Satisfaction (survey)	0	60%	70%	80%	90%
	% level of cost reduction per capita (AUC) as a results of improved systems	5	10	10	10	10
	Level of satisfaction of the PRC on timely/quality reporting by AUC	NA	70%	80%	90%	90%
Outputs						
Output 7.1 Institutional capacities of the AUC strengthened	# of AUC staff trained on areas that aim to boost efficiency and effectiveness of the AUC	NA	50	100	150	200
	% of women in the total professional staff/ % of women occupying managerial positions	25[71]	25	30	50	50

[71] Positions at Director level

Results Chain	Indicator	Base Year	2014	2015	2016	2017
	% Level of client (internal) satisfaction of service delivery	0	20	40	60	70
	# processes reviewed/improved per year by departments	NA	5	5	5	5
	% reduction in downtime in AUC ICT systems within the Commission and Regional Offices	45	45	50	70	95
	# of organizational development and cultural change management initiatives designed and implemented.	2	2	3	3	3
	% reduction of meetings, conferences, seminars organized by AU Commission	NA	20	30	35	45
Actions /Strategies to pursue **1. Put in place measures to improve, on a continuous basis, the performance and operational efficiency of the Commission 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** **2. Adopt measures to strengthen institutional leadership, general corporate governance and stakeholders management** **3. Popularize the Union through civic education, including integrating AU history and its symbols, flags, anthem, logo, etc into national curricula** **4. Promote Measures to enable organizational change, innovation and knowledge management** **5. Promote measures to implement and monitor the Gender policy of the AU within the Commission with a view to strengthening the Status of Women** **6. Develop and implement measures to promote intra and interdepartmental synergies** **7. Take measures to strengthen Human Capital Development and Management** **8. Enhance internal communication** **9. Continue with Capacity building of AUC Departments & Directorates to mainstream gender** **10. Provide high standard protocol services to regulate AU's interaction with Members States and Stakeholders**						
AU Lead Department: BDCP						
AU Cooperating Departments: All Departments						
REACH (External Partners)						
Output 7.2 Relationships with AU Organs, RECs and Strategic partners strengthened.	# of joint initiatives between AUC and other Organs and key Pan African Institutions	NA	5	11	18	26
	# of Policies/Programmes jointly developed and implemented with the RECs	NA	6	9	10	12
Actions /Strategies to pursue **1. Put in place measures to improve collaboration with AU Organs** **2. Put in place measures to strengthen collaboration and partnership with RECs and Pan African Institutions**						

Results Chain	Indicator	Base Year	2014	2015	2016	2017
3. Develop and rigorously monitor strategic Partnerships to ensure attainment of the AU Vision and the Third Strategic Plan of the Commission 4. Empower and strengthen RECs to implement AU lead programmes. 5. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders information and citizens involvement and ownership.						
AU Lead Department: BCP						
AU Cooperating Departments: All Depts (P&S, BCP, DEA, I&T, DIC)						
REACH (External Partners):						

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Assembly/AU/3(XXI)
Annex

AU COMMISSION STRATEGIC PLAN 2014-2017

REPORT ON ACTIONS TAKEN FOLLOWING THE EXTRA-ORDINARY EXECUTIVE COUNCIL MEETING HELD ON 8 APRIL 2013

1.0 Introduction

1.1 At its 14th Extra-Ordinary Session held in Addis Ababa, Ethiopia, on 8 April 2013, the Executive Council through its Decision Ext/EX.CL/Dec1(XIV) approved in principle, the Draft Strategic Plan 2014-2017 of the AU Commission and recommended it for adoption by the 21st Ordinary Session of the Assembly scheduled to be held on 26-27 May 2013, subject to the Commission and the PRC doing further work on strengthening the indicators and mainstreaming of gender and you in the Plan.

1.2 The Executive Council also directed the Commission, taking into account all the inputs provided by the Extra-Ordinary Session, to submit the final version of the Strategic Plan for its consideration during the 23rd Ordinary Session to be held from 22-23 May 2013.

2.0 Progress Report

2.1 In line with the above recommendation, the Commission constituted a working group with representation from all departments to further interrogate and refine indicators as directed. The group adopted the Results Chain logic as defined by goals, outcomes, outputs and activities in order to establish a causal chain and come up with appropriate performance indicators.

2..2 At the end of its assignment, the working group came up with the following:

- Reformulated of the results statements (outcomes/outputs) where necessary without necessarily changing its original meaning;
- Reformulated performance indicators in some instances to remove ambiguities, ensuring that they are SMART;
- Reduced the number of the performance indicators, retaining only Key Performance Indicators (KPIs) where possible.

2.3 The modified Results Framework (with performance indicators) is contained in the AUC Strategic Plan revised document as Annex 6.

2.4 With regards to comments/inputs raised by the Extra-Ordinary Session of the Executive Council the Commission has prepared the attached table that identifies the interventions raised by Member States, and the action taken by the Commission for that intervention. It has included page numbers about where to find the changes in the document based on the English version of the Strategic Plan.

Executive Council Observations on the Draft Strategic Plan and the Commission's Actions

Member State	Issue(s) raised	Action taken by Commission by page number and paragraph of Strategic Plan
Seychelles	Reminded the Commission that Seychelles is also among countries that reached 30% women representation in the National Assembly	Correction appears on page 75 paragraph 4 bullet 3. The countries have been listed according to their ranking on women representation in National Assembly
Namibia	Suggested indicators on a) reduction in conflicts; b) industries established; c) level of safety nets and d) number in reduction of Commission meetings	These suggestions have been captured in Annex 6 from page 139 to 163: for instance on indicators under Outputs 3.6, 4.4 and 7.1
Egypt	Raised several issues: a) There is a need to separate issues of Arab Spring from the situation in the Sahel. It was felt that the Arab Spring was political in nature while situation in the Sahel is a security concern (This was clarified separately when the representative of Egypt Embassy visited the Commission) b) The issue on shared water resources, an issue that was also raised by Ethiopia during the PRC meeting c) Resource mobilization to fund the AU budgets d) Need to reactivate the MoUs signed between AUC and Member States regarding capacity building initiatives and technical assistance that can be provided by the Member States on request	a) The Arab spring and the Sahel situation have now been separated on page 80 paragraph 4 with a proper wording provided by the Peace and Security Department, and also corrected on page 60, paragraph 2 where a sentence was removed that said '*Al Qaeda in the Islamic Maghreb (AQIM) has exploited the turmoil in North Africa to reinforce its capacity to harm in the Sahel, with adverse consequences as recent events in Mali have shown*.' As it did not add much value b) The new wording proposed by the Commission has been accepted by both Egypt and Ethiopia. This is on page 55 paragraph 1 in a sentence that end with '……*in accordance to win-win principals*' c) This was a comment notifying the Commission not to rely much on Member States for funding but should concentrate more on exploring alternative or additional sources of funding, in particular wait for HE Obasanjo's report. The Commission did not change the wording as it was thought

		that what is captured on page 130 under 6.2 (a) suffices d) The Commission inserted into the document the requirement to consider reactivating the MoUs with Member States on capacity building initiatives that aims at improving the operational efficiency and effectiveness of the Commission. This is found on pages 20, 24 (d), and 130 (6.2 e)
Mozambique	Emphasized on the need to popularize the Strategic Plan in Member States so that they can begin to integrate parts of it into their national plans	Performance indicators have been proposed to measure whether the Strategic Plan has been popularized enough to trigger Member States begin to integrate parts of it into their plans. It can be found on page 160 under output 6.1.
Cape Verde	Requested the Commission to propose specific actions for small Island States	The Commission through the Strategic Planning department conducted research on the matter. It also consulted various departments of the Commission and come up with narrative that appears on pages, 49, 55, 56, 58, 63, 66, 73. It also appears in Annex 6 under Outputs 2.1 on page 147 and Output 3.3 on page 152.
Gabon	A representative from Gabon Embassy visited the Commission and raised their issues. It was on the need not to treat climate change as an arm of environment issues. Instead, climate change should be treated with equal weight just like issues of environment	In the text where it is indicated as ".…….environment including climate change" has been changed to read ".…….environment **and** climate change" Example is found on page 86 under section 4.1, in box 9 and number 2
General Observations	Almost all Member States who spoke observed that the narrative provided in, especially, the Situational Analysis section quoted non-African data sources. They requested the Commission to use as much as possible data from Member States What is the Commission thinking about Post 2015 Agenda (MDGs)	The Commission has reworked on the section concerned and has revised the text and removed almost all foreign quoted narrative. No single department came forward with African data that could be applied instead The SPPMERM has introduced a section on Africa's Post 2015 Agenda based on the report of a study

		conducted in 2011, involving 32 countries and 112 representatives that suggested three options. This appears on pages 80 to 82
	Consider introducing in the Situational Analysis Chapter challenges at the end of each section	The Situational Analysis now has included challenges per each section in the chapter. i.e. Boxes on pages 50, 57, 62, 68 and 74
Senegal	Requested the Commission to consider including promotion of respect for cultural and linguistic diversity as it endeavors to promote the image and branding of the African Union.	The Commission has included in the Plan suggestions by Senegal. These appear on page 32, paragraph 4; page 88 last paragraph; page 96 under priority area 7 and output 6.2; pages 113-114, paragraph 4.5.6; page 115 in the table under output 6.1 and 6.2; and on page 117 also in the table under output 7.1