



AFRICAN UNION COMMISSION

Directorate for Strategic Planning Policy, Monitoring, Evaluation and Resource Mobilization

STRATEGIC PLAN 2009-2012

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ACRONYMS & ABBREVIATIONS

ACHPR	African Commission on Human and Peoples' Rights
AEC	African Economic Community
AHRD	Administration and Human Resource Department
AMERT	Africa Monitoring, Evaluation and Reporting Tool
AMU	Arab Maghreb Union
APRM	African Peer Review Mechanism
APSA	African Peace and Security Architecture
AU	African Union
AUC	African Union Commission
AUSA	African Union Space Agency
BCP	Bureau of the Chairperson
BDPC	Bureau of the Deputy Chairperson
CAADP	Comprehensive Africa Agriculture Development Programme
CADSP	Common African Defence and Security Policy
CEN-SAD	Community of Sahel-Saharan States
CIDO	Civil Society and Diaspora
COMESA	Common Market for East and Southern Africa
CSD	Conference Services Directorate
CSO	Civil Society Organization
DEA	Department of Economic Affairs
DHRST	Department of Human Resources Science and Technology
DIE	Department of Infrastructure and Energy
DMS	Department of Medical Services
DPA	Department of Political Affairs
DTI	Department of Trade and Industry
DPS	Department of Peace and Security
DREA	Department Rural Economy and Agriculture
DSA	Department of Social Affairs
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
EPAs	Economic Partnership Agreements
HIPC	Highly Indebted Poor Countries
ICT	Information and Communication Technologies
IGAD	Inter-Governmental Authority for Development
IMIS	Integrated Management Information System
JFA	Joint Financing Arrangement
KMS	Knowledge Management System
OECD	Organization for Economic Cooperation and Development
OIA	Office of the Internal Auditor
MDR	Multilateral Debt Relief
MDGs	Millennium Development Goals
MIP	Minimum Integration Programme
MS	Member States
MTEF	Medium-Term Expenditure Framework
OAU	Organization of African Unity
ODA	Official Development Assistance
OLC	Office of the Legal Counsel
PBFA	Programming, Budget, Finance and Accounting
PCRD	Post-Conflict Reconstruction and Development
PIDA	Programme for Infrastructure Development in Africa

PRC	Permanent Representatives' Committee
PSC	Peace and Security Council
PSO	Peace Support Operations
RBM	Results-Based Management
R&D	Research and Development
RECs	Regional Economic Communities
SADC	Southern Africa Development Community
SPPME-RM	Strategic Planning, Policy Monitoring, Evaluation and Resource Mobilisation
WGDD	Women, Gender and Development Directorate
WTO	World Trade Organization

MOVING AFRICA FORWARD

With the adoption of the Constitutive Act and the Vision of the African Union (AU), African leaders set the path towards Africa's integration and sustainable development. To achieve this Vision and the objectives set forth in the Act, several Organs were established and mandated to develop and implement priority strategies and programmes.

To this end, one such organ, the African Union Commission (AUC), developed its first Strategic Plan which covered the period 2004 - 2007. That Plan was both a major instrument and a roadmap that served as a basis for the formulation and implementation of the various programmes, projects and activities of the Commission.

Taking into account AUC's comparative advantage, the lessons learnt from implementation and evaluation of the Strategic Plan 2004-2007, and an assessment of the operating environment including the expectations of AU stakeholders, the present Plan defines the priorities for the period 2009-2012 and spells out the human and financial resources required to manage them.

This Strategic Plan was formulated during a period of climate change and global economic and financial markets instability; and so, it had to find appropriate responses to emerging issues and developments. Indeed, Africa is well aware that these are exceptional times. Thus, to address the consequences of climate change and the global financial crisis, take on board the changing realities in the global economy and respond more effectively to the challenges of poverty in Africa, a comprehensive reform of the global financial and socio-economic systems is not only an imperative for the Continent; Africa also needs to map out a common agenda and share its priorities on integration and cooperation in furtherance of sustainable development in the Continent. This calls for the support of all the stakeholders of the African Union.

The successful implementation of this Strategic Plan is linked primarily to the principles of subsidiarity and complementarity, and largely relies on the RECs and Member States. The role of the AU Commission will, therefore, be that of facilitation, coordination and monitoring.

H.E. JEAN PING
Chairperson

EXECUTIVE SUMMARY

1. This Strategic Plan was prepared in-house through participatory approach and thus, consultations and involvement of a broad spectrum of internal and external stakeholders at all stages. An assessment of the external environment was conducted, and this informed the strategic objectives and strategies.

2. It consists of four parts that include the Strategic Direction; the Strategic Pillars; Implementation Strategy, Monitoring and Evaluation; the Estimated Budget and Implementation Matrix.

3. Part 1 set out the Strategic Direction and defines the Vision of the African Union, the Mission and core values of the AUC and stakeholder expectations, assessment of the external and internal environment and SWOT analysis.

4. Part 2 deal with the Strategic Pillars that have been drawn from the Commission's mandate, Mission, stakeholder expectations, assessment of the external and internal environment and SWOT analysis. The Commission has identified four broad intervention areas or strategic pillars:

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

The pillars are strategic issues around which the core business of the Commission will be organized, and resources applied for the realization of expected results.

5. The Commission will subsequently develop and roll out inter-departmental and cross-sectoral programmes for each pillar to ensure a holistic and integrated approach. In so doing and in order to enhance synergies and complementarity within the

Commission, each department or directorate will be required to clearly identify its contribution to the implementation of each pillar and remain collectively accountable to the delivery of the Expected Results. This approach represents a paradigm shift in that with this Strategic Plan, the Commission is emphasizing a programme and results based orientation, as opposed to an activity approach. Through 18 strategic objectives, the Commission will implement programmes under each pillar as follows:

- a) Programme for Peace and Security;
- b) Programme for Development;
- c) Programme for Integration;
- d) Programme for Co-operation;
- e) Programme for Shared Values; and
- f) Programme for Institution and Capacity Building.

6. Part 3 deals with the Implementation Strategy, Monitoring and Evaluation. The Strategic Plan will be implemented through Annual Work Plans and Budgets that will be broken down into Departmental Work Plans and Budgets for all departments. Furthermore, all the Commission's staff will be expected to develop their Individual Work Plans from the Departmental Work Plans and Budgets, which will form the basis upon which their performance contracts will be drawn. A Monitoring and Evaluation system has also been designed to track progress of Strategic Plan implementation and to ensure that the intended results are achieved. In this regard, the Commission has developed the AMERT (Africa Monitoring Evaluation and Reporting Tool) Software to facilitate Monitoring and Evaluation processes.

7. Part 4 relate to the Estimated Budget and the implementation matrix. It is estimated that for the period 2009-2012, the Commission will require a

total amount of US\$ 784 million, or an average of US\$ 196 million per year. The estimated expenditure per pillar, for the four years of the Plan, is as follows:

- Pillar 1 (Peace and Security): US\$ 144 million;
- Pillar 2 (Development, Regional Integration and Cooperation): US\$430 million;
- Pillar 3 (Shared Values): US\$82 million; and

- Pillar 4 (Institutions and Capacity building): US\$ 128 million.

8. While Member States will provide a substantial amount of these resources, the Commission intends to mobilize additional financial resources from Development and Strategic Partners.

Strategic Objectives

1. Reduce conflicts to achieve continental security and stability;
2. Achieve the necessary continental security and stability as a prerequisite for Africa's development and integration;
3. Promote sustainable economic development;
4. Promote sustainable social and human development;
5. Formulate frameworks for developing and sharing Africa's Statistics, and Research & Development capacities;
6. Enhance continental integration;
7. Build and foster continental and global cooperation;
8. Promote good governance, democracy and human rights;
9. Strengthen the Africa-wide humanitarian response and action;
10. Promote Inter-African solidarity;
11. Promote African Cultural Renaissance and the protection of Africa's cultural heritage;
12. Promote the active participation and contribution of all segments of the African society in Africa's development and integration;
13. Promote the ratification and entry into force of all outstanding legal instruments adopted by the Assembly of the Union;
14. Promote gender equality;
15. Strengthen the capacity and enhance the operational efficiency and effectiveness of the African Union Commission;
16. Promote synergies, linkages and good working relations with all AU Organs;
17. Promote effective cooperation and collaboration with Member States and the RECs;
18. Promote strategic partnerships for leveraging sustainable sources of funding and comparative advantages.

INTRODUCTION

9. Since its inception in 2003, the African Union has made remarkable strides towards the development of the Continent, thus raising its profile. To date, African Union Member States have maintained strong and unwavering unity and solidarity in addressing the common challenges experienced by the Continent since the days of the Organization of African Unity. The Union seeks primarily to improve the quality of life of the Continent's citizens through integration, cooperation and development. It strives to promote unity, solidarity, cohesion and cooperation among the peoples and States of Africa, while developing new and stronger strategic partnerships worldwide for Africa's sustainable development. To this end, the Commission will work in close collaboration with and through the Member States, as well as with the RECs on the basis of subsidiarity and in complementarity with other AU Organs. Furthermore, appropriate mechanisms will be put in place to ensure efficient and effective engagement of the civil society, the Diaspora and the private sector in the process.

10. Africa's opportunities and challenges are inherent in its dynamic operating environments (political, economic, socio-cultural, technological, legal and ecological). It is today a universally accepted fact that good governance is vital to development and poverty reduction. However, governance reforms in Africa are slow and easily reversible. Progress in this domain needs to be consolidated and strengthened by up-scaling resource mobilization to move the governance agenda forward. Furthermore, Africa has long been marginalized in global political institutions such as the G8, the United Nations Security Council and in international financial fora that impact significantly on the future of the Continent. Africa, therefore, needs to speak with one voice.

11. During the last decade, Africa achieved an average annual growth rate of about 5.5 per cent. This growth was stimulated by its rich natural resource base

and an improved political and socio-economic environment. There was remarkable reduction in inter-State conflicts and an improvement in the peace and security situation in general. Moreover, several countries benefited from high commodity prices, adoption of sound macro-economic policies and reduced debt stock through the Heavily Indebted Poor Countries (HIPC) and Multilateral Debt Relief (MDR) Initiatives.

12. Although Africa's economic growth has been relatively good, its impact on poverty reduction and employment creation has not been commensurate with the growth rate. It is needful to step up and sustain higher growth rates (the 7 per cent threshold has to be achieved for positive impact on poverty reduction and attainment of other MDG targets) and deepen economic growth in Africa by widening the sources of growth through diversification and hedging against external risks, and by pursuing regional integration as an economic goal that increases labour demand, mobility and economies of scale. Meanwhile, progress towards regional integration is hampered by poor transport and communication (for example: air, road and rail) interconnectivity. This constraint has been a major impediment to intra-African trade and needs to be addressed. Also, capacity-building for trade is critical in positioning Africa to take advantage of potential opportunities created in the multilateral trading system.

13. Africa recognizes the critical role of mobilization of domestic resources for long-term sustainable growth. In this regard, efforts at mobilization of domestic resources for investment in productive activities need to be intensified.

14. On climate change which is responsible for floods, droughts, desertification and global warming, the focus should be on the urgent need to forge a common African voice in negotiations to mitigate its effects on the Continent.

15. The rapid escalation of food prices, if not managed properly, could pose significant threats to growth and employment, good governance, peace and security. Africa must devise appropriate policies to mitigate the effects of rising food prices on living standards, especially for the vulnerable groups. Vigorous measures need to be taken to implement the Comprehensive Africa Agriculture Development Programme (CAADP).

16. African Union Member States have made progress towards achieving the development targets set forth in the Millennium Development Goals (MDGs), including progress in the realms of health, literacy, gender equality and nutrition. Although Africa made significant advances in social and economic development, its human potential is being wasted by preventable high mortality rates including infant and maternal mortality, HIV/AIDS, drug and alcohol abuse, crime and violence, etc.

17. These challenges call for concerted and focused action by Africa which should utilize the opportunities that abound in the Continent to build a better life for its people. Africa should be strategically placed to harness the opportunities and prepare to be the next frontier by investing in people, technology and innovation, by reducing the cost of doing business and by improving its competitiveness in the international arena. It is imperative that Africa carry its people along, build on its deep cultural and resource diversity and make informed strategic and deliberate choices for its development and integration. Efforts to have Africa speak with one voice must be enhanced and greater value obtained for the Continent's advantages and wealth.

18. On this score, the African Union Commission developed the Strategic Plan 2009-2012 which provides a framework and lays the foundation for the development of specific programmes to be implemented as annual and quarterly action plans, geared to realization of the Expected Results.

PART 1

THE STRATEGIC DIRECTION

A. VISION OF THE AFRICAN UNION

19. The vision of the African Union is that of: **“An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in global arena.”**

20. This vision of a new, forward-looking, dynamic and integrated Africa will be fully realized through relentless struggle on several fronts and as a long-term endeavour. The African Union has shifted focus from supporting liberation movements in the erstwhile African territories under colonialism and apartheid, as envisaged by the OAU since 1963 and the Constitutive Act, to an organization spear-heading Africa’s development and integration.

B. MISSION AND VALUES OF THE AFRICAN UNION COMMISSION

21. The mission of the Commission is 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”**.

22. The values to guide and govern the functioning and operations of the Commission are:

- Respect for diversity and team work;
- Think Africa above all;
- Transparency and accountability;
- Integrity and impartiality;
- Efficiency and professionalism; and
- Information and knowledge sharing.

23. The Commission will endeavour to fulfil its Mission by developing clear goals and strategies. The values indicated above will constitute the basis on which the AUC will achieve its Mission. They will also encourage the development of a service culture for the entire organization.

24. The Commission will be guided by the following principles:

- Subsidiarity and complementarity with other Organs, Member States and RECs;

- Results orientation, feasibility and impact focus;
- Close coordination and cooperation with the RECs;
- Coherence of policies and programmes; and
- A networking approach that takes advantage of available resources through other players.

25. Guided by these values and principles, the Commission will endeavour to achieve its Mission through implementation of clear goals and strategies and by committing the requisite resources for effective discharge of its mandate. This would require the AUC presenting specific proposals to give full effect to its texts, and bring new possibilities and benefits to the citizens of Africa.

C. STAKEHOLDER EXPECTATIONS

26. In developing the Strategic Plan, the Commission undertook a thorough analysis of its stakeholders. The key stakeholders include Member States, acting through the Assembly of the Union, the Executive Council and the Permanent Representatives’ Committee (PRC), all of which are engaged in policy making or involved in the executive functions of the Union. Also in this category are the Ministerial Committees and the Specialized Technical Committees. Other stakeholders include the Commission staff, African citizens and the Diaspora, Women, the civil society, development and strategic partners, the private sector and the media.

27. Broadly speaking, an analysis of stakeholder expectations revealed that stakeholders expect from the AUC: greater transparency and accountability; effectiveness and efficiency in the delivery of its mandate and services; better communication and information-sharing; responsiveness to the opportunities in, and the threats facing Africa; leadership, coordination, collaboration and greater involvement in processes of the Union; timely reporting and contract compliance; and, continental leverage to promote Africa’s interests. A detailed Stakeholder

Analysis and Expectations are as tabulated hereunder:

TABLE 1: STAKEHOLDERS ANALYSIS AND THEIR EXPECTATIONS

STAKEHOLDERS	EXPECTATIONS
Member States <ul style="list-style-type: none"> ▪ Assembly ▪ Executive Council ▪ PRC ▪ Specialized Technical Committees 	<ul style="list-style-type: none"> ▪ Transparency and accountability ▪ Efficient and prudent utilization of resources ▪ Timely and accurate information and reports ▪ Clear, timely and objective implementation of decisions and approved programmes ▪ Professional and quality servicing of meetings
Other AU Organs <ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ Advice, guidance and support for institutional formation, functionality and sustainability
RECs ECOWAS, EAC, ECCAS, CEN-SAD, COMESA, SADC, IGAD, AMU	<ul style="list-style-type: none"> ▪ Coordination in the harmonization of the integration processes ▪ Cooperation and collaboration in respect of programmes
Civil Society	<ul style="list-style-type: none"> ▪ Actualization of African integration ▪ Greater involvement and input in the decision-making processes of the African Union
African Citizens including African Youth	<ul style="list-style-type: none"> ▪ Push for integration ▪ Effective response to emerging challenges in Africa ▪ Representation of the interests of the ordinary African citizenry in the global arena ▪ Speak with one voice and defend African people's interests
African Diaspora	<ul style="list-style-type: none"> ▪ Greater involvement in AU activities ▪ Strengthening the African Diaspora
Strategic Partners	<ul style="list-style-type: none"> ▪ Effective coordination with Member States ▪ Cooperation on African common positions
Development Partners	<ul style="list-style-type: none"> ▪ Transparency and accountability ▪ Timely and accurate information and reports ▪ Contract compliance
Private Sector	<ul style="list-style-type: none"> ▪ Encouragement and promotion of viable Private-Public Partnerships ▪ Information-sharing ▪ Promotion of African businesses ▪ Private Sector Forum
Media	<ul style="list-style-type: none"> ▪ Promotion and engagement as a medium of transmission ▪ Facilitation of access to information
AUC Staff	Transparency and accountability; integrity; sound leadership; welfare; fairness; equality; career development; and job security

D. ASSESSMENT OF THE EXTERNAL AND INTERNAL ENVIRONMENT

28. Africa's opportunities and challenges are inherent within the global and Continental Political, Economic, Socio-cultural, Technological, Legal and Ecological (PESTLE) environments. In pursuing programmes that will address Africa's peoples' expectations, an analysis of the global and Continental environment is essential.

POLITICAL

29. It is universally recognized that improved governance is vital to development and combating poverty. However, governance reforms in Africa are slow and easily reversible. While some African countries have made advances in eradicating corruption and improving accountability and transparency through citizen participation in government as well as advances in the realm of press freedom, governance still faces tremendous challenges. Furthermore, whereas some African countries are politically stable, recording positive progress in terms of governance and combating corruption, others have significantly deteriorated.

30. Though the public sector plays a critical role in governance reforms, private sector contribution is equally substantial. Additionally, the quality of political governance (human rights, rule of law and democratization) as well as public and private sector management, play a vital role in achieving the MDGs.

31. The fluidity and impact of geopolitical and global economic power shifts represent great opportunities for Africa. The Continent has long been marginalized in global fora such as the G8 and in the United Nations Security Council as well as in the financial institutions that impact on the Continent's future. With the shifting economic and political power, these institutions are now evolving, and there is growing interest in multilateralism,

providing the opportunity to ensure that Africa is adequately represented in the international fora that help to shape our future.

ECONOMIC

32. This strategic plan is being finalized at a time of multiple shocks to the global economy. The current global economic crisis is the most serious since the Second World War, with Africa shouldering a disproportionate burden of the adverse effects of the crisis

33. The financial crisis and the ensuing credit crunch, combined with rising inflation worldwide and the consequent slowdown in demand in many advanced economies have engendered significant uncertainty about the short-term outlook for the world economy.

34. While Africa is not quite as strongly exposed to the risks of the global economic crisis, as is Asia, there will, however, be significant indirect effects if Official Development Assistance (ODA) is curtailed and exports, foreign direct investment and Diaspora remittances are reduced. Furthermore, the situation will worsen if commodity prices remain volatile and other economies adopt inward looking and protectionist policies. There is therefore need to develop and stabilize the financial markets in Africa

35. With the world economy faltering, and global institutions under immense stress and change the importance of regional blocs or groupings is strikingly clear. Africa has made progress towards economic blocs that enlarge national markets and develop harmonized regulatory frameworks and policies conducive to investment and export development. However, progress towards regional integration has been hampered by poor transport and communication (e.g. air, road and rail) interconnectivity. Poor transport infrastructure has been a major

impediment to intra-African trade which, in 2007, accounted for only 10 per cent of Africa's overall trade. Africa's share of global trade declined from 6 per cent in 1980 to less than 3 per cent in 2008. This is due to the uncompetitive nature of African products, Africa's reliance on commodity export with low value addition and protectionist practices such as technical and non-technical barriers to trade within trading partner markets. Technological innovation and the dismantling of technical and non-technical trade barriers have contributed to accelerated growth in global trade. Developing countries have generally benefited from this. But the benefits of globalization have been unequally shared, with rich nations capturing most of the benefits; and many of the poorest States, especially in Africa, not keeping pace.

36. Improved and more intensive agricultural methods, greater industrialization and growing energy needs, urbanization and rising incomes in emerging economies already constitute sources of pressure on water resources. Globally, agriculture accounts for 69 per cent of all renewable water consumption; industry for 23 per cent; and domestic use, 8 per cent. The push to improve agricultural productivity in a number of countries will drive water consumption even higher. In this regard, the AUC has taken the lead to implement the CAADP (Comprehensive Africa Agriculture Development Programme) to eliminate hunger and reduce poverty through agriculture, while African governments have agreed to increase public investment in agriculture by a minimum of 10 per cent of their national budgets and raise agricultural productivity by at least 6 per cent.

37. Africa is endowed with huge renewable and non-renewable energy resources that are largely under-utilized. These resources are unevenly distributed. Yet, there is minimal interstate energy trade which would have created economies of scale to

attract investment. Geothermal resources are available in abundance in Africa; and yet, the Continent exploits less than 1 per cent of its estimated geothermal potential. Furthermore, the Continent receives abundant solar radiation and has coal and wind energy resources. These energy resources could be harnessed to meet the Continent's energy needs. Lack of coordination and linkage in the New and Renewable Sources of Energy programmes; pricing distortions; inadequate dissemination of good practices and strategies; lack of skilled manpower; poor baseline information and poor maintenance service and infrastructure are, among others, the challenges that need to be addressed. Cleaner energy alternatives to oil and coal may, in fact, drive us towards more water intensive energy paths.

SOCIO-CULTURAL

38. During the past ten years, Africa made significant progress in social and economic development. Despite the improvements, the world's second largest and second most populous Continent is still in development crisis. Thirty-four (34) African countries feature among the 50 least-developed countries on the United Nations' list; and African countries occupy the bottom 20 spots on the UN index for quality of life. In much of the Continent, a third of the people are underfed and more than 40 per cent live in conditions of poverty.

39. The opportunity offered by Africa's human potential is being wasted by high mortality rates which could be prevented, such as deaths among children and mothers resulting from HIV/AIDS, drug and alcohol abuse, crime and violence, among others. In much of Africa, 1 out of 22 women falls victim to maternal mortality, compared to 1 out of 8,000 in industrialized countries. Diseases such as HIV/AIDS (Africa is most affected by this pandemic); tuberculosis and malaria erode economic growth and undermine human development. There are 50

million African migrants, one in three worldwide. Africans are burdened by lack of basic infrastructure and access to health services, low levels of education and illiteracy and by gender inequalities. The Continent's population is growing fast, and is expected to spiral from an estimated 924 million in 2006 to 1.3 billion by 2025 and 2 billion in 2050 at current annual growth rate (2.7%).

40. The current global economic crisis coupled with the sharp rise in oil, energy and food prices, unemployment and fragile peace and security, have led to low levels of progress towards attaining the MDGs targets. Despite economic growth, Africa's performance in terms of the MDGs targets remains slow. According to the 2007 AfDB/OECD report, some progress was made in achieving the MDGs targets as these data demonstrate: Gender equality: 40%, Hunger: 40%, Access to water: 40%; Primary education: 25%, Maternal mortality: 20%, Tuberculosis: 17% and Child mortality: 15%. Indeed, more needs to be done if Africa is to fully attain the MDG targets.

41. These challenges should not dampen African nations' determination to change things for the better. Many African governments and societies, working in concert with the international community, are progressing towards achieving the development targets set in the Millennium Development Goals (MDGs), including advances in health, literacy, equality and nutrition. There is renewed commitment by African governments, coordinated by the African Union, to work together to transform the Continent for the better.

42. AUC's social development endeavours are built on a human-centred approach that seeks to promote human rights, human dignity and social justice, foster employment, alleviate poverty and improve access to social services; thus, enhancing the quality of life of the people, particularly the vulnerable and marginalized groups.

TECHNOLOGICAL

43. In the past decade, growth in Africa's manufacturing sector was very low and, in some cases, negative. The sector has not shown many signs of technological upgrading. Its structure remains dominated by low-level processing of natural resources and the manufacture of simple consumer goods destined for the domestic market. Consequently, manufacturing has slowed down the economic growth of the region.

44. The ability to create, acquire and adapt new technologies is a critical requirement for competing successfully in the global marketplace. This includes access to technology and technological capacity building with focus on technology transfer, uptake and adoption. The African Continent has not kept pace with global technological advancement. Africa's technological gap could be the source of its increasing economic deterioration because other developing regions are constantly upgrading their own technological capabilities in line with the global marketplace that is becoming increasingly liberalized and competitive.

45. Technological competitiveness is predicated on the effectiveness with which countries enhance their capacities. Firms in African countries often lack the expertise to determine which new skills, technical knowledge and organizational techniques are required to make newly imported technologies function at optimal levels. Changes in traditional mindsets are required to create interactions and linkages with other firms and institutions, build technical know-how and overcome the problem of "leakage" of trained workers.

46. The changes in the international outlook have huge implications for the future of the African Union. Africa's prosperity depends, now more than ever, on improving peace and security, conflict prevention, accelerating human

development, economic development and integration, market and infrastructure development, continued improvement of governance standards and enhancing political integration and cooperation. There is need to ensure that Africa's voice is heard loud and clear in the international fora that shape our collective future. Pursuing these objectives is a core function of the African Union.

47. Through the launch of African Union Space Agency, Africa will be able to negotiate better offers for satellite construction, space launches and technology transfer; and share data, scarce facilities and infrastructure much more than individual small countries can do on their own. Security issues such as images of a specific location or of a specific resolution can easily be resolved by inter-governmental agreement.

LEGAL

48. Faced with various opportunities and challenges in the international arena, Africa needs to speak with one voice. However, some Member States still see one another as competitors, rather than as markets for their products. In view of its small national domestic markets, Africa needs to harmonize the rules and regulations that facilitate intra-African trade and investments and promote market access for African products. To this end, the AU will provide the necessary platform for adoption of relevant legal instruments that support regional and continental integration, and for promotion of ratification and entry into force of all outstanding legal instruments adopted by the Assembly of the Union.

ECOLOGICAL

49. To achieve continent-wide sustainable development, Africa must preserve its natural environment; and

indeed, what we do today must in no way be allowed to compromise the natural environment in which we shall work tomorrow. On this score, while we seek to improve the quality of our lives, we should not upturn the balance of nature as has happened with the activities that triggered climate change.

50. Climate change is at the root of floods, droughts, desertification and global warming, and poses a major threat to rising prosperity in Africa. Whereas it is the developed countries that produce the Green House Gases (GHGs) responsible for climate change, it is the developing nations such as those in Africa that face the worst consequences of climate change, because African nations are more vulnerable to its physical effects than developed nations, as their livelihoods are dependent primarily on rain-fed agriculture. This could well become a direct cause of conflict, as communities compete for scarce resources. The GHGs emission rates observed in African countries remains negligible due to their low level of industrialization. Indeed, it is estimated that the Continent as a whole produces 3.6 per cent of total emissions and only 4 per cent of CO₂ emissions. Thus, to mitigate the effects of climate change on the Continent, Africa must gain access to sufficient global resources including access to innovative forms of carbon financing, payment for environmental services and new areas for avoidance of deforestation and reduction of land degradation. Fundamentally, Africa must speak with one voice, against GHGs emissions.

E. ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

51. Opportunities available to the Commission to address its Weaknesses and Threats, a SWOT analysis of the AUC was undertaken during many brainstorming sessions attended by its staff and senior management. The results of this analysis, combined with

the assessment of the implementation of the Strategic Plan 2004-2007 are tabulated below

TABLE 2: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Mandate and goodwill of 53 African States (continent-wide organisation); - High global profile; - Capacity to call agenda-setting meetings; - Staff diversity in terms of culture, expertise and background; - Linkage to 8 RECs. - Existing institutional arrangements to support mandate; - Leadership committed to change; - Sense of Pan-Africanism and philosophy. 	<ul style="list-style-type: none"> - Weak processes, systems and ITs that are neither accredited nor certified; - Inadequate and inflexible structural arrangements; - Inadequate physical infrastructure; - Unsupportive organisational culture or attitudinal behaviour; - Inadequate team work; - Administration and leadership challenges; - Gaps in qualitative and quantitative human resources, professionalism, commitment and motivation; - Weak reputation, presence and reach in the Continent; - Inadequate sources of funds.
- OPPORTUNITIES	- THREATS
<ul style="list-style-type: none"> - Transition of the international order; - Need for Africa to speak with one voice on key international issues; - Fatigue over crisis and conflict in the Continent; - Possible development of new financial architecture; - Good governance through the APRM; - Potential in women's empowerment; - Goodwill by development partners; - New strategic partnerships for Africa; - Shift in manufacturing from the West to the East and need for competitiveness. 	<ul style="list-style-type: none"> - Pandemics; - Climate change and desertification; - Continued or new conflicts in Africa and globally; - Dependency on limited commodities; - Economies not diversified; - High unemployment levels; - Rising demand for energy and food; - Exclusion from emerging financial or global order; - Further marginalization and gender inequality.

F. COMPARATIVE ADVANTAGE

52. Since its establishment, the Commission has focused on its overall comparative advantages as the only unique Pan-African body that has the political mandate to develop the

continental policy space and speak for Africa. The Commission's comparative advantages that constitute the core of its programming action are broadly defined in the Table 3 below:

TABLE 3: COMPARATIVE STRATEGIC ANALYSIS

– EMERGENT THEMATIC AREAS	– STRATEGIC COMPARATIVE ADVANTAGES
– Political integration (Other actors: RECs, Member States)	<ul style="list-style-type: none"> – Commitment of the political leadership to lead, promote and coordinate political integration. – AU mandate for AUC to undertake programmes on political integration. – AUC has the continental reach and mandate of fifty-three Member States to coordinate integration of Member States and the RECs.
– Scientific, economic, social and physical integration and development (Other actors: Member States, RECs, Strategic and Development Partners)	<ul style="list-style-type: none"> – AUC has the mandate of political oversight and leadership over continent-wide programmes at political, economic, social and cultural levels. – AUC has the mandate and mechanisms (or can establish such mechanisms) to coordinate and promote scientific, economic and physical integration programmes and technology emergence across regions. – AUC can lead the process of inter-linkages and connectivity between Member States and the RECs. – AUC is in a unique position to design and develop continent-wide integration programmes and projects (infrastructure, educational systems, ICT and research centres, etc).
– Governance (Other actors: Member States, RECs, Civil Society Organizations, Strategic and Development Partners)	<ul style="list-style-type: none"> – AUC provides the most practical arena to set up continental standards and approach on governance, and has the mandate to establish and implement governance-related initiatives such as the APRM. – AUC has the political oversight and leadership to determine and achieve an African indigenous, locally-driven and owned process of governance standards. – AUC offers Member States and the RECs a unique continental platform to exchange, collaborate and share governance related experiences.
– Institutional capacity building for continental integration and development (Other actors: Member States, RECs, Strategic Development Partners)	<ul style="list-style-type: none"> – AUC is the vehicle which coordinates Africa's integration and development as developed and owned by Member States. – AUC is strategically placed to promote the building of institutions and capacities for the continental integration and development agenda. – AUC harmonizes Member States' decisions and translates them into action plans to be implemented through/by Member States and the RECs.
– Peace and Security (Other actors: Member States, RECs, UN, Civil Society)	<ul style="list-style-type: none"> – AUC has the mandate to lead peace and security programmes, provide continental leverage to conflict prevention, resolution and management, and assist in post-conflict reconstruction processes. – AUC can move efficiently into conflicts despite its limited resources. – AUC has the capability to implement global and continent-wide decisions on conflict resolution.

PART 2

THE STRATEGIC PILLARS

INTRODUCTION

53. Drawing from its mandate, stakeholder expectations and SWOT analysis, the Commission has identified four broad intervention areas or Strategic Pillars around which its priorities have emerged and its programmes for the next four years will be developed. These are:

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

54. The Pillars are the strategic issues around which the core business of the Commission will be organized and resources applied, leading to the Expected Results. It is against this background that, in the next 4 years, the Commission seeks to lay a solid foundation upon which future initiatives will be developed in the drive towards attainment of the Vision of the African Union.

55. The philosophy behind the Pillars is that, to attain its overall Vision, the African Union must ensure a stable and secure environment free of fear and want, for sustainable development and integration of the Continent. In addition, the Union requires strong institutions, structures and systems developed and sustained on common values and standards in political, economic and social governance, human rights, rule of law and culture.

56. The Commission plays an important role as one of the vehicles through which the Union's aspirations would be realized. Consequently, it has the duty to facilitate, coordinate and harness the activities, energies and resources of the Union towards attainment of its Vision. It is in this context that it has identified the constraints and areas of greatest impact, for the benefit of Member States and other stakeholders of the Union.

57. The Strategic Plan 2009-2012 is therefore based on four Pillars which correspond to the major current and future challenges facing the Continent and cover the key functions of the Commission. Consequently, they are designed to address the expectations and concerns of stakeholders. Its programmes will be implemented largely in collaboration with the key stakeholders, including Member States, other Organs of the Union, Regional Economic Communities (RECs), staff members of the Commission, the private sector and the civil society, African citizens in the Continent and in the Diaspora as well as strategic and development partners.

58. Therefore, and as a point of departure, the Commission will develop and roll out inter-departmental and cross-sectoral programmes for each Pillar to ensure a holistic and integrated approach to implementation of the Plan. In so doing and as a way to enhance synergies and complementarities in the Commission, each department or directorate will be required to clearly identify its contribution to implementation of each Pillar and remain collectively accountable to the delivery of the Expected Results. This represents a profound paradigm shift given the fact that with this Strategic Plan, the Commission is emphasizing a programme and results-based orientation, as opposed to the current activity approach.

59. In this regard, the Commission will implement programmes under each Pillar as follows:

- a. Programme on Peace and Security;
- b. Programme on Development
- c. Programme on Integration
- d. Programme on Co-operation
- e. Programme on Shared Values
- f. Programme on Institution and Capacity Building.

PILLAR 1: PEACE AND SECURITY

A) *PROGRAMME ON PEACE AND SECURITY*

60. One of the biggest obstacles to development in Africa is the proliferation of armed conflicts. Although the number of conflict and conflict related deaths declined between 1999 and 2006, there has nonetheless been a resurgence of unconstitutional changes of government and coups d'états as well as post electoral violence, thus exacerbating the peace and security challenges faced by the African Union.

61. Considering the number of countries in conflict and post-conflict situations in Africa, there is need for increased efforts to address the human, social and economic development needs of the people in these situations, particularly because they remain furthest from attaining the MDGs and other continental development goals.

62. Africa is thus called upon to redouble its efforts in regard to Peace and Security initiatives aimed at elimination of ongoing conflicts, prevention of recurrence of new ones and a relapse into conflict by States recovering from conflict, by addressing the root causes of conflict as well as combating trans-national organized crime.

63. Elimination of the ongoing conflicts, prevention of resurgence of new ones or of relapse into conflict situations in areas recovering from conflict, remains key priorities. To this end, the African Peace and Security Architecture (APSA) have been developed as the continental operational strategy comprising a set of mechanisms through which Africa will eliminate conflicts.

64. Besides, security in its broad sense entails the identification of and tackling the threats to the existence, development and sustenance of

political, economic, military, human, and social, gender and environmental systems at State, regional and continental levels. The underdevelopment of these systems or the frustration of their growth coupled with inequitable access to resources provide the environment in which conflict could thrive and human development activity disrupted in Africa. Conflicts have indeed, among other things, led to loss of millions of lives, destruction of property, loss of development opportunities and increased waves of refugees, returnees and displaced persons.

Strategic Objectives and Strategies

65. Since 2002, the African Union has emerged, along with regional mechanisms for conflict prevention, as the Continent's main peace and security actor, engaging in concrete actions in the areas of conflict prevention, management and resolution. To consolidate the gains made so far and in light of the broadened Peace and Security perspective, the Commission will develop and implement a Programme on Peace and Security.

66. Peace and Security remains a key strategic issue for the African Union. Africa seeks to create a conducive environment to enhance the quality of life of its people, a people living free of fear or want. To facilitate achievement of this aspiration, the Commission now takes the broad view to peace and security as a multi-sectoral strategic issue.

67. In this regard, the Commission will enhance Continental Peace and Security by pursuing the following Strategic Objectives and Strategies:

STRATEGIC OBJECTIVES	STRATEGIES
1. Reduce conflicts to achieve continental security and stability	1.1. Fully operationalize the AU Peace and Security Architecture (APSA)
	1.2. Facilitate the development of a programme on conflict prevention, management and resolution
	1.3. Promote the Common African Defense and Security Policy (CADSP)
	1.4. Promote and coordinate programmes on Post Conflict Reconstruction and Development (PCRD)
2. Achieve the necessary continental security and stability as a prerequisite for development and integration of Africa	2.1. Promote the development and stabilization of security, political and economic systems
	2.2. Promote the development of continental social and environmental management systems
	2.3. Promote the policy on combating trans-national organized crime

Expected results

In implementing the strategies under this Pillar, the Commission expects to achieve the following results, by 2012:

1. A fully functional APSA;
2. Programmes on conflict prevention, management and resolution developed and implemented;
3. Significantly reduced conflicts on the Continent;
4. The PCRD policy operationalized;
5. Implementation of the Common African Defense and Security Policy by Member States facilitated;
6. Development and stabilization of security, political and economic systems promoted;
7. Development of continental social and environmental management systems promoted; and
8. Development of the policy on combating trans-national organized crime promoted.

PILLAR 2: DEVELOPMENT, INTEGRATION AND COOPERATION

B) PROGRAMME ON DEVELOPMENT

68. Poor inter-connectivity across the countries in terms of air, road and rail transport infrastructure makes it difficult for synergies to be created in the exploitation of natural resources. Overcoming this constraint is one of the key steps to sustainably integrate the Continent. The inadequacy of infrastructure (airports, roads, rail links, and vital bridges over the major rivers, ICT and telecommunications facilities) hampers the movement of people, goods and services in the Continent. Thus, doing business in Africa is slow and expensive, making it an unattractive investment destination.

69. Due to low productivity and lack of competitiveness, African firms are not able to compete on the integrated world market. Thus, the Continent must meet the challenge of up-scaling its value chain and speeding up industrialization and private sector development, by diversifying production and adding value to agricultural, mineral and fisheries resources, rather than exporting these resources as raw materials. Furthermore, the low standards of African products are a major challenge to the promotion of intra-African trade which averaged only 10 per cent of the total volume of trade in 2007.

70. It is intended that sustainable economic development will be achieved through accelerating infrastructure development to boost interconnectivity, reliability and cost effectiveness; promoting the growth of intra-Africa trade and investments and through integrating Africa into the global market. In addition, promoting diversified industrialization; establishing a continental standards and quality assurance mechanism; developing the African private sector and informal economy; promoting agricultural development and food security through CAADP; promoting infrastructure development (including ICT, energy,

transport and water infrastructure) through the PIDA and implementing programmes on productivity and competitiveness improvement - all these will also be prioritized in the context of responsible environmental and natural resource management.

71. The effects of climate change resultant from, among other things, poor natural resource management (NRM) practices, have impacted negatively on food production systems in Africa. On this score, the Commission will encourage Member States to address the problems of climate change, natural resource management, as well as biodiversity conservation and sustainable use, and to combat soil degradation.

72. The African Union Commission has identified key challenges to social and human development, such as poor health and education systems, lack of social welfare and protection of the vulnerable groups, shelter, water and sanitation, nutrition, inhibiting migration practices, human and drug trafficking, youth, gender inequalities, limited promotion of cultural and creative industries and sport development. As a result, Africa is unlikely to meet the MDGs targets.

73. Africa's development is linked to its capacity to build high quality human capital through support to its extremely youthful population. Indeed, in the world of today in which knowledge and know-how have become key factors in the competitiveness of nations, the youthfulness of Africa's population may constitute an advantage in the future, provided the youth receive the requisite knowledge and skills through acquisition of appropriate education and training.

74. In this regard, the Commission will promote the development and sustenance of human capacities

through appropriate social policies and increased access to social development programmes. Accelerated action will also be taken for achievement of the MDGs.

75. Africa lags behind in terms of Research and Development and the technological inventions and innovations required for improved productivity and competitiveness. Similarly, frameworks for sharing Africa's R & D capabilities need to be developed, and access to reliable statistical data and trends improved.

76. To promote technological invention, innovation and indigenous know-how, the Commission will facilitate the development of Research & Development institutions, and coordinate technological development and dissemination.

77. In general, progress will be monitored through the collection, analysis and dissemination of reliable statistics. The Commission will, in this regard, support programmes to boost

the statistical data collection, analysis and dissemination capacities of Member States and the RECs.

Strategic Objectives and Strategies

78. To improve the quality of life of its citizens, Africa seeks to attain sustainable economic, social and human development in its Member States. Thus, the primary goal of the African Union is to promote sustainable development and integration. The Union and the RECs are vehicles through which regional and continental integration will be attained in line with global political and economic trends. On the whole, there is need to find a clear nexus between Development, Integration, Cooperation and Peace and Security, as a necessary prerequisite for any success under this Pillar.

79. To this end, the Commission will seek to enhance continental development by pursuing the following Strategic Objectives and Strategies:

Strategic Objectives	Strategies	Actors
3. Promote sustainable economic development	3.1. Promote growth of intra-Africa trade and investments	DSA , DPA,
	3.2. Accelerate infrastructure development with emphasis on interconnectivity, reliability and cost effectiveness	DREA, DHRST,
	3.3. Promote diversified industrialization with emphasis on Value Addition	DEA, WGDD,
	3.4. Establish a continental standards and quality assurance mechanism	DTI, DIE, CSD
	3.5. Promote agricultural development and food security through CAADP	BC, SPPME-RM
	3.6. Promote the development of the African private sector and informal economy	
	3.7. Develop and implement programmes on productivity improvement	
	3.8. Develop and implement programmes on competitiveness	

Strategic Objectives	Strategies	Actors
	3.9. Promote effective environmental and Natural Resource Management (NRM), including climate change 3.10. Establish mechanisms for the development and stabilization of financial markets	
4. Promote sustainable social and human development	4.1. Develop and sustain human capabilities through increased access to health, education, nutrition, shelter and sanitation, and employment 4.2. Promote youth development and women empowerment 4.3. Promote policies and programmes on migration and combating human and drug trafficking 4.4. Promote policies and programmes on Sports and the development and Promotion of cultural and creative industries 4.5. Promote social welfare and protection of Vulnerable Groups (VGs) 4.6. Promote the achievement of the MDGs	
5. Formulate frameworks for developing and sharing Africa's Statistics, and Research & Development capacities	5.1. Support the development of institutions for the promotion of technological invention, innovation and indigenous know-how 5.2. Promote and coordinate Research & Development initiatives amongst Member States 5.3. Promote the dissemination of R & D findings among Member States 5.4. Develop and implement programmes to strengthen statistical data collection, analysis and dissemination capabilities of Member States and RECs	

Expected results

In implementing the strategies under this Pillar, the Commission expects to achieve the following results, by 2012:

1. African productivity and competitiveness improved;
2. Infrastructure development with emphasis on interconnectivity, reliability and cost effectiveness is enhanced;
3. Diversified industrialization with emphasis on Value Addition is promoted;
4. A continental standards and quality assurance mechanism is established;
5. Agricultural development and food security is promoted;
6. Development of African private sector and informal economy is promoted;
7. Policies and mechanisms for climate change and NRM developed;
8. Programmes on sustained human capabilities through increased access to health, education, nutrition, shelter and sanitation, and employment implemented;
9. Programmes for youth development and women empowerment implemented;
10. Policies on migration and combating human and drug trafficking promoted;
11. Policies on cultural and creative industries, and sports promoted;
12. Programmes on social welfare and protection of Vulnerable Groups (VGs) promoted;
13. A framework for development and diffusion of technology is developed including the setting up of appropriate institutions.

C) PROGRAMME ON INTEGRATION

80. The challenge in this area is the slow progress towards harmonization of the Regional Economic Communities to enable them to effectively play their role as building blocks for implementation of the continental integration agenda. Inadequate progress in finalizing the Minimum Integration Programmes has also contributed to the delay in achieving continental integration.

81. In view of the small size of national domestic markets, it is imperative for Africa to strengthen the RECs so as to build Free Trade Areas and establish customs unions as a first step towards actualization of the African Economic Community in line with the ideals enshrined in the Abuja Treaty.

82. The Union's integration agenda will be enhanced in collaboration with Member States, the RECs and the strategic partners. At the top of the priorities will be to promote convergence of RECs programmes through implementation of a Minimum Integration Programme (MIP) at continental level and at the level of each REC.

Strategic Objectives and Strategies

83. As a matter of priority, an appropriate framework will be put in place with a view to creating greater

coherence in the overall movement towards regional and continental integration through subsidiarity and complementarity. Priority will also be accorded to development and inter-connection of African infrastructure and associated services for the purposes of facilitating the free movement people, goods, capital and services, and building continent-wide human networks.

84. In this regard, the Commission seeks to enhance Continental Integration by pursuing the following Strategic Objectives and Strategies:

STRATEGIC OBJECTIVES	STRATEGIES
6. Strengthen continental integration	6.1 Promote implementation of the MIP
	6.2 Facilitate the rationalization and harmonization of the RECs
	6.3 Promote the free movement of people, goods, capital and services.

Expected Results

In implementing the Strategies under this Pillar, the Commission expects to achieve the following results, by 2012:

1. Implementation of the Minimum Integration Programme (MIP) accelerated;
2. Rationalization and harmonization of the RECs facilitated;
3. Free movement of people, goods, capital and services improved.

D) PROGRAMME ON COOPERATION

85. Africa has, for too long, been marginalized in the global political and economic institutions that impact significantly on the future of the Continent. Indeed, in the context of global challenges such as the global economic crisis and climate change which call for global solutions, Africa is resolved to contribute to the new world political and economic governance institutions. Africa also seeks stronger and equitable strategic partnerships-in-development interests in favour of its

peoples. In this regard, cooperation will be enhanced as an effective vehicle for mobilizing resources for development and enhancing Africa's capacity to take advantage of the potential opportunities therein.

Strategic Objectives and Strategies

86. Africa will strengthen regional, continental and global cooperation so as to effectively take advantage of global opportunities for the good of

Africans. In this connection, the focus will be on fostering the growth of intra-African cooperation, creating new global strategic partnerships for Africa and on promoting African common positions in multi-lateral and regional fora including the WTO and EPAs negotiations. The AUC will, in addition, provide a platform for the sharing of best practices and for promotion and coordination of the programmes and initiatives requiring inter-state and inter-regional

cooperation or joint approaches. Moreover, the Commission will provide a platform for assessment of the strategic partnerships negotiated with other regions of the world.

87. To these ends, the Commission seeks to enhance regional and global cooperation by pursuing the following Strategic Objectives and Strategies:

STRATEGIC OBJECTIVES	STRATEGIES
7. Build and strengthen continental and global cooperation	7.1 Promote the growth of intra-African cooperation
	7.2 Establish and promote global strategic partnerships for Africa
	7.3 Promote African common positions in multi-lateral and regional fora including WTO and EPAs negotiations

Expected results

In implementing the Strategies under this Pillar, the Commission expects to achieve the following results, by 2012:

1. Africa's voice in world governance institutions becomes stronger;
2. Increased development aid mobilized;
3. Win-Win partnerships achieved;
4. Africa's share in the global market increased;
5. African productivity and competitiveness improved;
6. Infrastructure development with emphasis on interconnectivity, reliability and cost effectiveness enhanced;
7. Increased level of diversified industrialization with emphasis on Value Addition;
8. A continental standards and quality assurance mechanism is established;
9. Increased agricultural development and food security;
10. Development of African private sector and informal economy is enhanced;
11. Policies and mechanisms for climate change and NRM developed;
12. Mechanisms for development and stabilization of financial markets established;
13. Programmes on sustained human capacities through increased access to health, education, nutrition, shelter and sanitation, and employment implemented;
14. Programmes for youth development and women empowerment implemented;
15. Policies and programmes on migration and combating human and drug trafficking implemented;
16. Policies and programmes on cultural and creative industries, and sports implemented;
17. Programmes on social welfare and protection of Vulnerable Groups (VGs) implemented;
18. A framework for technological development and dissemination is developed including establishment of appropriate institutions;
19. Programmes to strengthen statistical data collection, analysis and dissemination capacities of Member States and the RECs developed and implemented;
20. Intra-Africa Cooperation enhanced;
21. Global strategic partnerships established and strengthened;
22. Africa Common Positions in multi-lateral fora including WTO and EPAs articulated;
23. Progress made in attaining the MDGs targets.

PILLAR 3: SHARED VALUES

E) PROGRAMME ON SHARED VALUES

88. There is visible progress in governance standards in Africa, ranging from initiatives to combat corruption and improve economic and financial management, to efforts to democratize the political system, promote the independence of the judiciary and relations with civil society organizations and the media. It should be noted, however, that the challenges of instituting good governance and building resilient States remain enormous in Africa. State institutions and their capacities remain weak, while the democracy project continues to be fragile and reversible. Furthermore, progress in controlling corruption remains poor as a result of inadequate public financial management capacity and infrastructure.

89. Whereas many African countries have signed and ratified the key human rights instruments and incorporated the principles enshrined in these instruments into their constitutions, many Africans are still unable to enjoy their basic human rights and freedoms.

90. The development challenges that Africa is grappling with include the persistence of gender inequality whereby men and women continue to experience inequitable access to and control of the resources and processes that govern their lives. Thus, more needs to be done to accelerate implementation of Africa's national, regional and global commitments to women's empowerment and gender equality.

91. Promotion of cultural heritage and values as well as language diversity as embodied in Africa's cultural renaissance endeavours constitutes a challenge to the Continent.

92. Moreover, the challenge of informing the world about the events

taking place in Africa remains enormous, despite the fact that the world has been declared a "global village". Many reasons may be advanced to explain why Africa's image has continued to be predominantly that of conflict, war, hunger, strife, etc. Perhaps, it all boils down to Africa's lack of ownership of the means of communication. Having said that however, the AUC believes that much can be achieved, within the limits of the available options, to portray a correct image of Africa through dissemination of appropriate information.

93. African communities are resilient and have come under stress as a result of economic hardships due to networks that are incapable of functioning as effective and dependable support systems. There is no doubt that these have also led to the fragmentation of the family and alienation of the kinship and community systems which had served as social support safety nets for many. Whereas in traditional communities there had always been a sense of belonging and sharing, these communities are also experiencing deprivation, powerlessness, violation of human dignity, social isolation, gender inequity, corruption and ineffective service delivery systems; thus leading people to increasingly turn to State institutions, development partners and CSOs for their survival.

94. Ordinary African citizens are more vulnerable as a result of the effects of natural and man-made phenomena. They lack effective frameworks for management of humanitarian situations; thus, they tend to find themselves unwillingly cut-off from vital humanitarian actions and remain the worst hit in disaster situations.

95. The challenges of instituting the values of good governance, democracy, respect for human rights, response to humanitarian situations, intra-African solidarity, gender equality, respect for African culture and protection of African cultural heritage remain considerable in Africa. There are also the challenges relating to enforcing AU legal instruments, as well as the challenges of promoting active participation and contribution of all segments of the African society in the Continent's development and integration.

96. Africa seeks to promote existing and agreed-upon shared values across the Continent at individual, national, regional and continental levels. At the individual level, the values include those inherent in universal and inalienable human rights; basic freedoms; identity and opportunity; tolerance; participation in governance and development processes; reciprocal solidarity in times of need and sharing; dignity and respect; justice; sense of fairness; equality of persons; respect for the elderly; integrity; community cohesion and inclusive societies; and control of one's destiny. At national and regional levels, the values include: sovereignty; self-determination and independence; adherence to the rule of law; democracy and representation of the will of the people; care for the vulnerable; economic and social justice; public order, equality, fairness; solidarity of

States; and sustainability of the environment.

Strategic Objectives and Strategies

97. The African Union Commission will work to achieve good governance, democracy, human rights and rights-based approach to development including social, economic, cultural and environmental rights. In this regard, based on existing institutions and Organs, the Commission will promote and facilitate establishment of appropriate architecture for promotion of good governance. The Commission will also develop an Africa-wide humanitarian policy, disaster and emergency preparedness and management frameworks; promote intra-African solidarity, African renaissance and the protection of African cultural heritage, gender equality, as well as active participation and contribution of all segments of the African society to the Continent's development and integration. Further, the AUC will promote the enforcement of all AU legal instruments and provide a framework for the promotion of cultural diversity, multiculturalism and multilingualism.

98. To this end, the Commission will seek to create a sense of appreciation of shared values by pursuing the following Strategic Objectives and Strategies:

STRATEGIC OBJECTIVES	STRATEGIES
8. Promote good governance, democracy and human rights	8.1 Promote and facilitate establishment of the appropriate architecture for the promotion of good governance and democracy
	8.2 Strengthen and facilitate the development of coordinated continental human rights promotion and protection
	8.3 Promote a rights-based approach to development, including social, economic, cultural and environmental rights
9. Strengthen Africa-wide humanitarian response and action	9.1 Develop and facilitate the implementation of an Africa-wide Humanitarian Policy

STRATEGIC OBJECTIVES	STRATEGIES
	9.2 Develop and facilitate the implementation of Disaster and Emergency Preparedness and Management Frameworks
10. Promote Inter-African solidarity	10.1 Promote a sense of common destiny, Identity and togetherness amongst the people of Africa
	10.2 Strengthen mechanisms for mutual assistance among Member States and the people of Africa
11. Promote African Cultural Renaissance and the protection of African cultural heritage	11.1 Develop and implement programmes for the promotion and protection of African culture, languages and heritage
	11.2 Organize, coordinate and harmonize activities that project the correct image of Africa.
	11.3 Promote cultural diversity including multi-culturalism and multi-lingualism
12. Promote the active participation and contribution of all segments of the African society in Africa's development and integration	12.1 Develop and implement programmes for the promotion of active participation and contribution of all segments of the African society and Africans in the Diaspora, in Africa's development and integration
	12.2. Promote African Young Volunteer programmes
	12.3. Promote and facilitate the development and implementation of the African Union Model for young Africans
13. Promote the ratification and entry into force of all outstanding legal instruments adopted by the AU Assembly	13.1 Develop benchmarks and timelines for the effective entry into force of outstanding legal instruments by Member States
	13.2 Promote the ratification and domestication of legal instruments
	13.3 Raise awareness of existing legal instruments
14. Promote Gender equality	14.1 Promote the development and effective implementation of gender policies in Member States, RECs and AU Organs
	14.2 Develop and facilitate implementation of programmes to combat gender based violence including harmful traditional practices
	14.3 Promote active participation of women in all AU programmes, as well as in Member States

Expected results

In implementing the Strategies under this Pillar, the Commission expects to achieve the following results, by 2012:

1. Appropriate architecture for the promotion of good governance and democracy, including APRM established and implemented;
2. Continental human rights promotion and protection systems established;
3. A rights-based approach to development, including social, economic, cultural and environmental rights promoted;
4. African-wide Humanitarian Policy developed and implemented;
5. Disaster and Emergency Preparedness and Management Frameworks developed and implemented;
6. A sense of common destiny, identity and togetherness amongst the people of Africa promoted;
7. Mechanisms for mutual assistance among Member States and the people of Africa established;
8. Programmes for the promotion and protection of African culture, languages and heritage implemented;
9. Activities that project the correct image of Africa are organized;
10. Cultural diversity including multi-culturalism and multi-lingualism promoted;
11. All segments of the African society including the Diaspora participate in African solidarity, development and integration;
12. African Young Volunteers programmes developed and implemented;
13. Development and implementation of the African Union Model for young Africans implemented;
14. All outstanding legal instruments ratified and domesticated and are well-known by Africans;
15. Development and effective implementation of gender policies in Member States, the RECs and AU Organs promoted;
16. Programmes to combat gender-based violence including harmful traditional practices developed and implemented by Member States;
17. Active participation of women in all AU programmes, as well as in Member States is promoted.

PILLAR 4: INSTITUTION AND CAPACITY BUILDING

F) PROGRAMME ON INSTITUTION AND CAPACITY BUILDING

99. The AUC remains the key vehicle for implementation of this Strategic Plan. The Commission will, in this regard, provide the necessary linkages and support to the operations of other players. There is therefore need to strengthen the Commission to enhance the effectiveness and efficiency of its structures, processes and staff, as well as its values and competence.

100. To this end, the AUC will make adequate investment in developing, maintaining and servicing both the organization and its human resources, i.e. its people. This will be achieved through promotion of team building, training and development, access to ICTs, effective systems, policies and efficient and effective medical services.

101. It is recognized that, to achieve the goals leading to fulfilment of its aspirations in each of the foregoing Pillars, the Commission will need strong institutions and capacities in each of the targeted areas of intervention. The Commission's ultimate objective would be to have institutions that are efficient and effective for "An efficient and effective African Union for a new Africa". The Commission will thus seek to enhance its own internal capacities to achieve optimal performance levels. Renewed focus on Pan-African bodies will be instrumental in the Commission's effectiveness and efficiency drive.

102. Since its inception, the Commission has made tremendous strides in divesting itself of its OAU functions and in transforming itself to promote the agenda of the African Union. On this score, AUC's capacities have been gradually developed, its profile has been enhanced and partnerships developed. It is now imperative that the Commission is taken to a higher level. A quick scan of the existing practices and systems reveals waste and duplication of effort. To reduce this waste and improve productivity, the Commission will endeavour to implement well defined organizational development practices, including the RBM and the MTEF.

Strategic Objectives and Strategies

103. To achieve African Union's Expected Results as set out in each of the other Pillars, strong institutions and capacity would be necessary. The Commission's ultimate objective would be to have efficient and effective institutions, working towards the AU Vision in harmony and synergy.

104. In this regard, the Commission will seek to build its Institutions and enhance its capacity for service delivery by pursuing the following Strategic Objectives and Strategies:

STRATEGIC OBJECTIVES	STRATEGIES
<p>15. Strengthen the capacity and enhance the operational efficiency and effectiveness of the African Union Commission</p>	15.1 Develop an effective Human Resource Management reform programme;
	15.2 Ensure accountability and adopt Results-Based Management (RBM) practices;
	15.3 Mainstream gender into all programmes and policies of the Commission;
	15.4 Develop lean and effective administrative support services;
	15.5 Ensure effective and efficient delivery of medical services;
	15.6 Ensure effective and efficient delivery of conference services;
	15.7 Ensure improved communication;
	15.8 Change the organizational culture and management practices, and promote teamwork;
	15.9 Improve the working environment including physical infrastructure and recreational facilities;
	15.10 Facilitate the implementation of the AU Headquarter/Host Agreement by acting as the protocol interface between the AU Organs, RECs, and Member States;
	15.11 Implement an improved financial management system, including programme-based budgeting system (Medium-Term Expenditure Framework - MTEF);
	15.12 Ensure greater inter-departmental collaboration and cooperation;
	15.13 Provide high quality, responsive, innovative and cost-effective ICT services.
<p>16. Promote synergies, linkages and good working relations with all AU Organs</p>	16.1 Facilitate and support the operationalization of all AU Organs;
	16.2 Facilitate establishment of the Financial Institutions;
	16.3 Develop a clear engagement framework for ECOSOCC;
	16.4 Develop a framework for regular interaction and effective communication with other AU organs.
<p>17. Promote effective cooperation and collaboration with Member States and the RECs</p>	17.1 Develop and enhance the framework for regular dialogue and exchange with Member States;
	17.2 Implement the Protocol on relations with Member States and the RECs;
	17.3 Strengthen the Commission's capacity to coordinate the RECs and promote intra-regional best practices.
<p>18. Promote strategic partnerships for leveraging sustainable sources of funding and comparative advantages</p>	18.1 Strengthen the Joint Secretariat of the AUC, AfDB and ECA;
	18.2 Develop and implement a framework for effective collaboration with multi-lateral agencies, strategic and development partners;
	18.3 Develop and implement an internal framework for harmonization and coordination of relations with partners.

Expected Results

In implementing the Strategies under this Pillar, the Commission expects to achieve the following results, by 2012:

1. An effective Human Resources Management reform programme is implemented;
2. RBM is institutionalized;
3. Gender mainstreamed into all programmes and policies of the Commission;
4. Lean and effective administrative support services put in place;
5. Effective and efficient medical services delivered;
6. Effective and efficient conference services delivered;
7. Timely and effective communication;
8. Organizational culture changed, management practices improved and team work promoted;
9. Working environment including physical infrastructure and recreational facilities improved;
10. Implementation of the AU Headquarters-Host Agreement by acting as the protocol interface between AU Organs, the RECs and Member States facilitated;
11. MTEF is implemented;
12. Greater inter-departmental collaboration and cooperation achieved
13. A platform for knowledge sharing and collaboration created through a strengthened ICT;
14. A strong account management process and customer oriented-services created through Service Level Agreements (SLAs);
15. All AU Organs fully operational;
16. At least one financial institution is established;
17. An engagement framework for ECOSOCC is developed and implemented;
18. A framework for regular interaction and effective communication with other AU Organs is developed and implemented;
19. A framework for regular dialogue and exchange with Member States is developed and implemented;
20. Protocol on relations with Member States and RECs implemented;
21. The Commission's capacity to coordinate RECs and promote best practices intra-regionally is enhanced;
22. The AUC, AfDB and ECA Joint Secretariat is strengthened;
23. Effective collaboration framework with multi-lateral agencies and strategic and development partners developed and implemented;
24. An internal framework for harmonization and coordination of relations with partners developed and implemented.

PART 3

**IMPLEMENTATION STRATEGY,
MONITORING AND
EVALUATION SYSTEM**

A. IMPLEMENTATION STRATEGY

105. Upon adoption of this Strategic Plan, a sensitization forum involving all employees of the Commission will be constituted. This will be done to further promote team work among all AUC staff as they will be responsible for its implementation. The sensitization also will aim at inculcating a sense of ownership of the Strategic Plan. It will further improve their orientation of the priorities and deepen their understanding of the Strategic Plan. Moreover, this process would lead to the promotion of a common understanding of implementation benchmarks and targets, which will be linked to employee performance contracts.

106. In implementing this Strategic Plan, the Commission will develop comprehensive Annual Work Plans and Budgets (AWPBs) based on the strategies outlined in the annexed Implementation Matrix. The AWPBs will then be implemented through programmes of various departments. To this end, Action Plans for each programme will be developed and translated into Departmental Work Plans and Budgets aligned to the Strategic Plan. Each department will therefore be responsible for delivering the components that fall under their respective mandates.

107. Additionally, all staff in each department will be expected to draw up their Individual Work Plans from the Departmental WP & Bs. It is therefore

expected that Specific, Measurable, Achievable, Relevant and Time-Bound (SMART) targets will be developed for improved programme implementation. This will also provide details on the targets to be achieved and a basis on which the annual performance contracts of AUC staff will be drawn up. During implementation, it is intended that there will be continuous and participatory Monitoring and Evaluation.

108. The first year of implementation, 2009, will largely be a transition year. It would mark a shift from department-Activity Based Programming to the proposed Departmental Results Based Management (RBM) Programming. During the transition period, all programmes being implemented will be redesigned to conform to RBM, and prioritization of programmes and activities will be done according to the pre-determined sequence so as to avoid duplication of effort. Moreover, indicators used should measure if the AUC is on course to deliver on its Strategic Objectives. Therefore, these Indicators need to be Relevant, Accepted, Credible, Easy to interpret and Robust (RACER). This would guide the determination of human and other resources needed to implement the programmes. The existing organizational structure and number would thus be reviewed accordingly to ensure optimal application and performance in the delivery of the AUC mandate, in line with the Strategic Plan's priorities and goals.

B. MONITORING AND EVALUATION SYSTEM

109. As a Commission committed to implementing various programmes, it is important that there is a mechanism to monitor progress and ensure that the intended results are achieved. The Commission will therefore shift focus from concentrating on activities/initiatives as a means of

ensuring appropriate follow up on those initiatives, and focus rather on the results and the impact of the programmes and activities undertaken by the Commission. In this regard, therefore, for each activity, the Commission has developed suitable outputs in respective departmental

Work Plans. The outputs and corresponding results will be an effective Planning, Monitoring and Evaluation tool for the Commission. While Monitoring will be trailing the efficiency of resource utilization and the sequencing of activities, Evaluation will be tracking effectiveness of delivery of results (i.e. outputs and outcomes).

110. The development of the AMERT (Africa Monitoring Evaluation and Reporting Tool) Software by the Commission will help monitor all kinds

of indicators, both qualitative and quantitative. Progress in implementation will be closely coordinated to ensure high-level of accomplishment of programme activities and the attainment of the desired results.

111. A Coordination Committee, consisting of members drawn from the various AUC Departments, will meet every three months to discuss progress in the implementation of the Strategic Plan and the challenges faced.

PART 4

**ESTIMATED BUDGET AND
IMPLEMENTATION MATRIX OF
THE STRATEGIC PLAN**

ESTIMATED BUDGET

112. Successful implementation of this Plan 2009-2012 highly depends on the availability of appropriate resources. In financial and capacity-building terms, resources would continue to be sought mostly from Member States and development partners. The Commission will seek to achieve aid effectiveness and play its part in implementing agreements with the development partners for smoother and more effective implementation of its programmes. As a starting point, the Commission has entered into a Joint Financing Arrangement (JFA) with a group of partners known as the “Pooled Fund Partners”. The pooled fund is supporting the development of improved business processes, including project proposal writing, fund accounting, resource mobilization, financial and performance reporting, and the establishment of communication infrastructure.

113. The Commission will also aspire to find alternative sources of funds to reduce the burden on Member States and raise its implication rate.

114. The new Strategic Plan would also require that the proposed 2009 Budget is aligned to its priorities and goals. The programme budget is presented as a set of departmental budgets, in which lines of action are listed by department rather than by objective and strategic orientation. This creates two practical difficulties. First, it is difficult to monitor the “vertical logic” of the budget – that is, how specific actions and events lead to completion of lines of action, how specific lines of action contribute to achieving strategic orientations, and how specific strategic orientations help realize desired objectives. Second, it is difficult to coordinate actions and events that form part of the same line of action and strategic orientation, when they are budgeted in different departments (this

is the so-called “silo” effect).

115. The various programmes to be executed under the Pillars of the Plan will require, for the period 2009-2012, a total estimated amount of US\$784 million, or an average of US\$196 million per year. The estimated expenditure, per Pillar, for the four years of the Plan is as follows:

- Pillar 1 (Peace and Security): US\$ 144 million
- Pillar 2 (Development, Regional Integration and Cooperation): US\$430 million
- Pillar 3 (Shared Values): US\$82 million
- Pillar 4 (Institution and Capacity Building): US\$ 128 million.

116. To highlight the outputs or results that are expected from the budget, a parallel “results-based” budget will be prepared and disseminated. This parallel budget would contain the same lines of action and the same data as the existing budget, but would present them by strategic orientation and objective rather than by department. This will make it easier to manage the budget in a strategic sense and easier to monitor progress towards completion of lines of action and achievement of strategic orientations.

117. The Budget is largely based on the outstanding programmes/activities of the previous Plan, whose commitments had been made at the time of developing this Plan. Therefore, a rationalization exercise would be conducted simultaneously and re-alignment undertaken.

IMPLEMENTATION MATRIX OF THE STRATEGIC PLAN 2009-2012

PEACE AND SECURITY

No.	Strategic Objectives	Strategies	Expected Results	Actors
1.	Reduce conflicts to achieve continental security and stability.	1.1 Fully operationalize the AU Peace and Security Architecture (APSA); 1.2 Facilitate the development of a programme on conflict prevention, management and resolution; 1.3 Promote the Common African Defense and Security Policy (CADSP); 1.4 Promote and coordinate programmes on Post-Conflict Reconstruction and Development (PCED).	1. Fully functional APSA; 2. Programmes on conflict prevention, management and resolution developed and implemented; 3. Significantly reduced conflicts on the continent; 4. The PCRDP policy operationalized; 5. Implementation of the Common African Defense and Security Policy by Member States facilitated; 6. Developed of continental social and environmental management systems promoted; 7. Developed of the policy on combating trans-national organization crime promoted;	DPS,DPA, DSA,DREA, DIE
2.	Achieve the necessary continental security and stability as a prerequisite for development and integration of Africa.	2.1 Promote the development and stabilization of security, political and economic systems; 2.2 Promote the development of continental social and environmental management systems; 2.3 Promote the policy on combating trans-national organized crime.	8. Development of the policy on combating trans-national organized crime promoted.	

DEVELOPMENT, INTEGRATION AND COOPERATION

No.	Strategic Objectives	Strategies	Expected Results	Actors
3.	Promote sustainable economic development	<p>3.1 Promote the growth of intra-African trade and investments;</p> <p>3.2 Accelerate infrastructure development with emphasis on interconnectivity, reliability and cost effectiveness;</p> <p>3.3 Promote diversified industrialization with emphasis on Value Addition;</p> <p>3.4 Establish a continental standards and quality assurances mechanism;</p> <p>3.5 Promote agricultural development and food security through CAADP;</p> <p>3.6 Promote the development of the African private sector and the informal economy;</p> <p>3.7 Development and implement programmes on productivity improvement;</p> <p>3.8 Develop and implement programmes on competitiveness;</p> <p>3.9. Promote effective environmental and Natural Resource Management (NRM), including climate change;</p> <p>3.10. Establish mechanisms for the development and stabilization of Financial markets.</p>	<p>1. African productivity and competitiveness improved;</p> <p>2. Infrastructure development with emphasis on interconnectivity, reliability and cost effectiveness is enhanced;</p> <p>3. Diversified industrialization with emphasis on Value Additions promoted;</p> <p>4. A continental standards and quality assurances mechanisms established;</p> <p>5. Agricultural development and food security is promoted;</p> <p>6. Development of African private sector and informal economy is promoted;</p> <p>7. Policies and mechanisms for climate change and NRM developed;</p> <p>8. Programmes on sustained human capabilities through increased access to health, education, nutrition, shelter and sanitation, and employment implemented;</p>	<p>DSA,DPA, DREA, DHRST, DEA,WGDD, DTI,DIE,CSDBC, SPPME-RM</p>
4.	Promote sustainable social and human development	<p>4.1 Develop and sustain human capabilities through increased access to health, education, nutrition, shelter and sanitation, and employment;</p> <p>4.2 Promote youth development and women empowerment;</p> <p>4.3 Promote policies and programmes on migration and combating human and drug trafficking;</p>	<p>9. Programmes for youth development and women empowerment implemented;</p> <p>10. Policies and programmes on migration and combating human and drug trafficking promoted;</p> <p>11. Policies and programmes on cultural and creative</p>	

		<p>4.4 Promote policies and programmes on sports and the development and promotion of cultural and creative industries;</p> <p>4.5 Promote social welfare and protection of Vulnerable Groups (CVGs);</p> <p>4.6 Promote the achievement of the MDGs.</p>	<p>industries, and sport promoted;</p> <p>12. Programmes on social welfare and protection of Vulnerable Groups (VGs) implemented;</p> <p>13. A framework for development and dissemination of technologies developed including the setting up of appropriate institutions;</p>	
5.	Formulate frameworks for developing and sharing Africa's Statistics, and Research & Development capacities	<p>5.1 Support the development of institutions for promotion of technological inventions, innovations and indigenous know-how;</p> <p>5.2 Promote and coordinate Research & Development initiatives amongst Member States;</p> <p>5.3 Promote the dissemination of R & D findings among Member States;</p> <p>5.4 Develop and implement programmes to strengthen statistical data collection, analysis and dissemination capabilities of Member States and the RECs.</p>	<p>14. Programmes to strengthen statistical data collection, analysis and dissemination capabilities of Member States and the RECs developed and implemented;</p> <p>15. Implementation of Minimum Integration Programme (MIP) accelerated;</p> <p>16. Rationalization and harmonization of RECs facilitated;</p>	
6.	Strengthen continental integration	<p>6.1 Promote implementation of the MIP;</p> <p>6.2 Facilitate the rationalization and harmonization of the RECs;</p> <p>6.3 Promote free movement of people, goods, capital and services as well as the build continent-wide human networks.</p>	<p>17. Free movement of people, goods, capital and services improved;</p> <p>18. Intra-African Cooperation enhanced;</p> <p>19. Global strategic partnerships established and strengthened;</p> <p>20. Africa Common Positions multi-lateral fora including WTO and EPAs are articulated;</p>	
7	Build and strengthen continental and global cooperation	<p>7.1 Promote the growth the intra-African cooperation;</p> <p>7.2 Establish and promote global strategic partnerships for Africa;</p> <p>7.3 Promote African common positions in multilateral and regional fora including WTO and EPS negotiations.</p>	<p>21. Progress made on meeting MDG targets.</p>	

SHARED VALUES

No.	Strategic Objectives	Strategies	Expected Results	Actors
8.	Promote good governance, democracy and human rights	<p>8.1 Promote and facilitate establishment of the appropriate architecture for the promotion of good governance and democracy;</p> <p>8.2 Strengthen and facilitate the development of coordinated continental human rights promotion and protection systems;</p> <p>8.3 Promote a rights-based approach to development, including social, economic, cultural and environmental rights.</p>	<p>1. Appropriate architecture for the promotion of good governance and democracy, including the APRM established and implemented;</p> <p>2. Continental human rights promotion and protection systems established;</p> <p>3. A rights-based approach to development, including social, economic, cultural and environmental rights promoted;</p> <p>4. Africa-wide Humanitarian Policy developed and implemented;</p>	DPA, DSA, DTI, DIE, WEDD, CIDO, DREA, DHRST, CSD, LCO, DPS, DCI, DMS
9.	Strengthen the Africa-wide humanitarian response and action	<p>9.1 Develop and facilitate implementation of an Africa-wide humanitarian policy;</p> <p>9.2 Develop and facilitate implementation of Disaster and Emergency Preparedness and Management Frameworks.</p>	<p>5. Disaster and Emergency Preparedness and Management Frameworks developed and implemented;</p> <p>6. A sense of common destiny, identity and togetherness amongst the people of Africa promoted;</p>	
10.	Promote Inter-African solidarity	<p>10.1 Promote a sense of common destiny, identity and togetherness amongst the people of Africa;</p> <p>10.2 Strengthen the mechanisms for mutual assistance among Member States and the people of Africa.</p>	<p>7. Mechanisms for mutual assistance among Member States and the people of Africa established;</p>	
11.	Promote African Cultural Renaissance and the protection of African cultural heritage	<p>11.1 Develop and implement programmes for the promotion and protection of African culture, languages and heritage;</p> <p>11.2 Organize, coordinate and harmonize activities that project the correct African image;</p> <p>11.3 Promote cultural diversity including multi-culturalism and multi-lingualism.</p>	<p>8. Programmes for promotion and protection of African culture, languages and heritage implemented;</p> <p>9. Activities that project the correct image of Africa are organized;</p> <p>10. Cultural diversity including multi-culturalism and multilingualism promoted;</p>	
12.	Promote the active participation and contribution of all segments of African society	<p>12.1 Develop and implement programmes for the promotion of active participation and contribution of all segments of the African society and Africans in the Diaspora in Africa's development and integration;</p> <p>12.2 Promote African Young Volunteers programmes;</p>	<p>11. All segments of the African society including the Diaspora participate in African solidarity, development and integration;</p> <p>12. African Young Volunteer programmes developed and implemented;</p> <p>13. The development and implementation of the African</p>	

	in Africa's development and integration	12.3 Promote and facilitate the development and implementation of African Union Model for the youth.	Union Model for young Africans achieved;	
13.	Promote the ratification and entry into force of all outstanding legal instruments adopted by the AU Assembly	13.1 Develop benchmarks and timelines for the effective enforcement of outstanding legal instruments by Member States; 13.2 Promote the ratification and domestication of legal instruments; 13.3 Raise awareness of existing legal instruments.	14. All outstanding legal instruments ratified and domesticated, and are well-known by the African people; 15. The development and effective implementation of gender policies in Member States, RECs and AU Organs is promoted;	
14.	Promote gender equality	14.1 Promote the development and effective implementation of gender policies in Member States, RECs and AU organs; 14.2 Promote programmes to combat gender based violence including harmful traditional practices; 14.3 Promote the full and active participation of women in all AU programmes, as well as in Member States.	16. Programmes to combat gender based violence including harmful traditional practices developed and implemented by Member States; 17. The active participation of women in all AU programmes, as well as in Member States is promoted.	

INSTITUTION AND CAPACITY BUILDING

No.	Strategic Objectives	Strategies	Expected Results	Actors
15.	Strengthen the capacity and enhance the operational efficiency and effectiveness of the African Union Commission	15.1 Develop an effective Human Resource Management reform programme; 15.2 Ensure accountability and adopt Results-Based Management (RBM) practices; 15.3 Mainstream gender into all programmes and policies of the Commission; 15.4 Develop lean and effective administrative support services; 15.5 Ensure effective and efficient delivery of medical services; 15.6 Ensure effective and efficient delivery of conference services; 15.7 Ensure improved communication; 15.8 Change the organizational culture and management practices, and promote team work; 15.9 Improve the working environment including physical infrastructure and recreational facilities; 15.10 Facilitate the implementation of the AU Headquarter/Host Agreement by acting as the protocol interface between the AU Organs, RECs, and Member States; 15.11 Implement an improved financial management system, including programme-based budgeting system (Medium -Term Expenditure Framework - MTEF); 15.12 Ensure greater inter-departmental	1. An effective Human Resource Management reform program is implemented; 2. RBM is institutionalized; 3. Gender mainstreamed into all programmes and policies of the Commission; 4. Lean and effective administrative support services put in place; 5. Effective and efficient medical services delivered; 6. Effective and efficient conference services delivered; 7. Improved communication; 8. Organizational culture changed, management practices improved and team work promoted; 9. Working environment including physical infrastructure and recreational facilities improved; 10. MTEF is implemented; 11. Greater inter-departmental collaboration and cooperation achieved; 12. A platform for knowledge sharing and collaboration created through a strengthened ICT; 13. A strong account management process and customer oriented-services created through	BDC, BC, SPPME-RM AHRD, PBFA, OIA CIDO, DCI, MIS, DMS DEA, DTI, CSD, WGDD, PSO

		collaboration and cooperation; 15.13 Provide high quality, responsive, innovative and cost-effective ICT services.	Service Level Agreements (SLAs); 14. All AU Organs fully operational;	
16.	Promote synergies, linkages and good working relations with all AU Organs	16.1 Facilitate and support the operationalization of all AU Organs; 16.2 Facilitate establishment of the Financial Institutions; 16.3 Develop a clear engagement framework for ECOSOCC; 16.4 Develop a framework for regular interaction and effective communication with other AU organs.	15. At least one financial institutions is established; 16. An engagement framework for ECOSOCC is developed and implemented; 17. A framework for regular interaction and effective communication with other AU organs is developed and implemented;	
17.	Promote effective cooperation and collaboration with Member States and RECs	17.1 Enhance the framework for regular dialogue and exchange with Member States; 17.2 Implement the Protocol on Member States and RECs; 17.3 Strengthen the Commission's capacity to coordinate RECs and promote intra-regional best practices.	18. A framework for regular dialogue and exchange with Member States is developed and implemented; 19. Protocol on relations with Member States and the RECs implemented;	
18.	Promote strategic partnerships for leveraging sustainable sources of funding and comparative advantages	18.1 Strengthen the Joint AUC, AfDB, ECA Secretariat; 18.2 Develop and implement a framework for effective collaboration with multilateral agencies, strategic and development partners; 18.3 Develop and implement an internal framework for harmonization and coordination of relations with partners.	20. The Commission's capacity to coordinate the RECs and promote best practices intra-regionally is strengthened; 21. The Joint Secretariat between AUC, AfDB and ECA the is strengthened; 22. Effective collaboration framework with the multi-lateral agencies, strategic and development partners developed and implemented; 23. An internal framework for harmonization and coordination of relations with partners developed and implemented.	

SUMMARY

Pillar	Description	No. of Strategic Objectives	No. of Strategies	Budget over 4 Years (USD '000)	Percent of Total
1	Peace, Security, and Stability	Strategic objective 1	4	144	18%
		Strategic objective 2	3		
2	Development, Integration, and Cooperation	Strategic objective 3	10	430	55%
		Strategic objective 4	6		
		Strategic objective 5	4		
		Strategic objective 6	3		
		Strategic objective 7	3		
3	Shared Values	Strategic objective 8	3	82	10%
		Strategic objective 9	2		
		Strategic objective 10	2		
		Strategic objective 11	3		
		Strategic objective 12	3		
		Strategic objective 13	3		
		Strategic objective 14	3		
4	Institution and Capacity Building	Strategic objective 15	13	128	16%
		Strategic objective 16	4		
		Strategic objective 17	3		
		Strategic objective 18	3		
TOTAL (all Pillars)		18	75	784	100%

Source: Implementation Matrix attached as Annex 2 to the "Strategy Plan, 2009-12 (Draft Rev 7)", dated 2nd June 2009.