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AFRICAN UNION ADVISORY BOARD ON CORRUPTION

2011 – 2015 STRATEGIC PLAN

FINAL VERSION (June 2011)

FOREWORD BY THE CHAIRPERSON

EXECUTIVE SUMMARY

The 2011 – 2015 Strategic Plan of the African Union Advisory Board on Corruption is a framework that provides guidance for the initiatives of Board Members and Secretariat towards the achievement of the Board short-term vision. This vision is to be, by 2015, **“an efficient organization that provides pertinent support to Member States in the sustainable implementation of the AU Convention and the fight against corruption in Africa”**.

The analysis of the Board’s mission, strengths, weaknesses, opportunities and threats, as well as the identification of key categories of stakeholders has allowed identifying a niche for the Board. In fact, its intervention as a coordinating body of anti-corruption initiatives throughout Africa will confirm its value added to a very dynamic environment.

Four key strategic axes will articulate the 2015 vision of the Board:

- **Support to the implementation of the Convention**, with key objectives related to the ratification of the Convention, the promotion of harmonized codes of conduct for public officials, and the development of methodologies to analyze the nature and scope of corruption in Africa;
- **Awareness raising on the Convention and Visibility of the Board** and other implementation mechanisms of the Convention;
- **Building partnerships**, through which the Board will consolidate relationships with stakeholders for an improved coordination and efficiency of anti-corruption initiatives;
- **Organizational efficiency of the Board and Monitoring & Evaluation**; which is aimed at building adequate working systems within the Board, as well as following the results and impacts of the fight against corruption on the Continent.

For the first two years, the Board and Secretariat will focus on building its organizational efficiency, in order to ensure sustainability of its actions. Other key areas of focus will be the ratification of the Convention by Member States, the implementation of a communication strategy and the development and implementation of anti-corruption projects with stakeholders.

In order to ensure effectiveness and efficiency in the achievement of this plan, the Board will play a Think Tank role by providing guidance to Member States and the Secretariat on anti-corruption issues. The Board will also be responsible for lobbying and strategic communication activities, while the Executive Secretariat will provide the technical and administrative support necessary to perform the various activities.

The Board intends to execute this plan based on key principles such as, among others:

- Subsidiary and complementarity with other AU Organs, Member States and RECs;
- Results orientation, feasibility and impact focus;
- A networking approach, that takes advantage of initiatives and available resources through other players.

ABBREVIATIONS

AU	:	African Union
APRM	:	African Peer Review Mechanism
AU ABC	:	African Union Advisory Board on Corruption
AUC	:	African Union Commission
COMESA	:	Common Market for Eastern and Southern Africa
EAC	:	East African Community
ECCAS	:	Economic Community of Central African States
ECOWAS	:	Economic Community of West African States
EU	:	European Union
GIZ	:	German International Cooperation
NGO	:	Non Governmental Organization
REC	:	Regional Economic Communities
SADC	:	Southern African Development Community
SWOT	:	Strengths Weaknesses Opportunities and Threats
U4	:	Anti Corruption Resource Centre
UK	:	United Kingdom
UNCAC	:	United Nations Convention on Anti Corruption
UNDP	:	United Nations Development Program
UNODC	:	United Nations Office of Drugs and Crime

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INTRODUCTION

A. CONTEXT AND OBJECTIVES OF THE PLAN

Governance deficits in form of co-existence of autocratic regimes, unlimited impunity and unaccounted exploitation of natural resources, is continuing to pose tremendous challenges to the continent's socio-economic and political development. Corrupt practices drain government coffers, play havoc with free trade and scare away investors. The World Bank estimates that corruption can reduce a country's growth rate by 0.5 to 1.0 percentage points per year. IMF research has shown that investment in corrupt countries is almost 5 per cent less than in countries that are relatively corruption-free.

It has been empirically asserted that sub-Saharan Africa is the only region of the world where poverty has increased in the last two decades. Thirty-two (32) of the world's thirty-eight (38) seriously indebted and poor countries are in Africa. In addition to corruption, protracted armed conflicts, HIV/AIDS pandemic and declining terms of trade for non-mineral primary products continue to exacerbate the several challenges facing the continent.

There is a 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 capacity to provide checks and balances within the system remain weak, while the democratic 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.

The pervasiveness of corruption, especially in the developing world, has generated momentum to address the problem. The United Nations designed the UN Convention against Corruption (UNCAC). In Africa, continental and regional instruments have emerged to address the scourge of corruption: The African Union Convention on Preventing and Combating (AU Convention) at continental level, as well as regional frameworks developed by the Economic Community for West African States (ECOWAS) and the Southern Africa Development Community (SADC).

The Member States of the African Union, have adopted at the Second Ordinary Session of the Assembly of the Union, held in Maputo (Mozambique), on 11th July 2003, the African Union Convention on Preventing and Combating Corruption (The Convention). The Convention entered into force on 5th August 2006, thirty (30) days after the deposit of the fifteenth (15th) instrument of ratification. To date Thirty-one (31) Member States have ratified it and are State Parties to the Convention.

The Convention has as key objectives to:

African Union Advisory Board on Corruption 2011 – 2015 Strategic Plan

- a. Promote and strengthen the development in Africa by each State Party, of mechanisms required to prevent, detect, punish and eradicate corruption and related offences in the public and private sectors.
- b. Promote, facilitate and regulate cooperation among the State Parties to ensure the effectiveness of measures and actions to prevent, detect, punish and eradicate corruption and related offences in Africa.
- c. Coordinate and harmonize the policies and legislation between State Parties for the purposes of prevention, detection, punishment and eradication of corruption on the continent.
- d. Promote socio-economic development by removing obstacles to the enjoyment of economic, social and cultural rights as well as civil and political rights.
- e. Establish the necessary conditions to foster transparency and accountability in the management of public affairs.

Pursuant to Article 22 (5) of the African Union Convention on Preventing and Combating Corruption, an Advisory Board on Corruption was set-up as an autonomous organ within the Union, with the main mandate to:

- Promote and encourage the adoption of measures and actions by State Parties to prevent, detect, punish and eradicate corruption and related offences in Africa, as well as to
- Follow up the application of those measures.

The Board is composed of eleven (11) members, who must serve in their personal capacity and the duration of its mandate is two years. The first Board was appointed for the period 2009-11, and a new Board was elected on 31st January 2011 for the period 2011-13.

The challenges of instituting the values of good governance, democracy, rule of law, respect for human and humanitarian rights, intra-African solidarity, gender equality, respect for African culture as well as 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.

The African Union Commission 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; participation in governance and development processes. At national and regional levels, these values include: sovereignty; self-determination; adherence to the rule of law; democracy and representation of the will of the people; social justice; public order, solidarity among of States; and sustainability of the environment.

The African Union Advisory Board on Corruption is convinced of the need to formulate and pursue, as a matter of priority, a common penal policy aimed at protecting the society against corruption, including the adoption of appropriate legislative and adequate preventive measures, and believes that much can be achieved within the limits of the available options in implementing and monitoring these shared values.

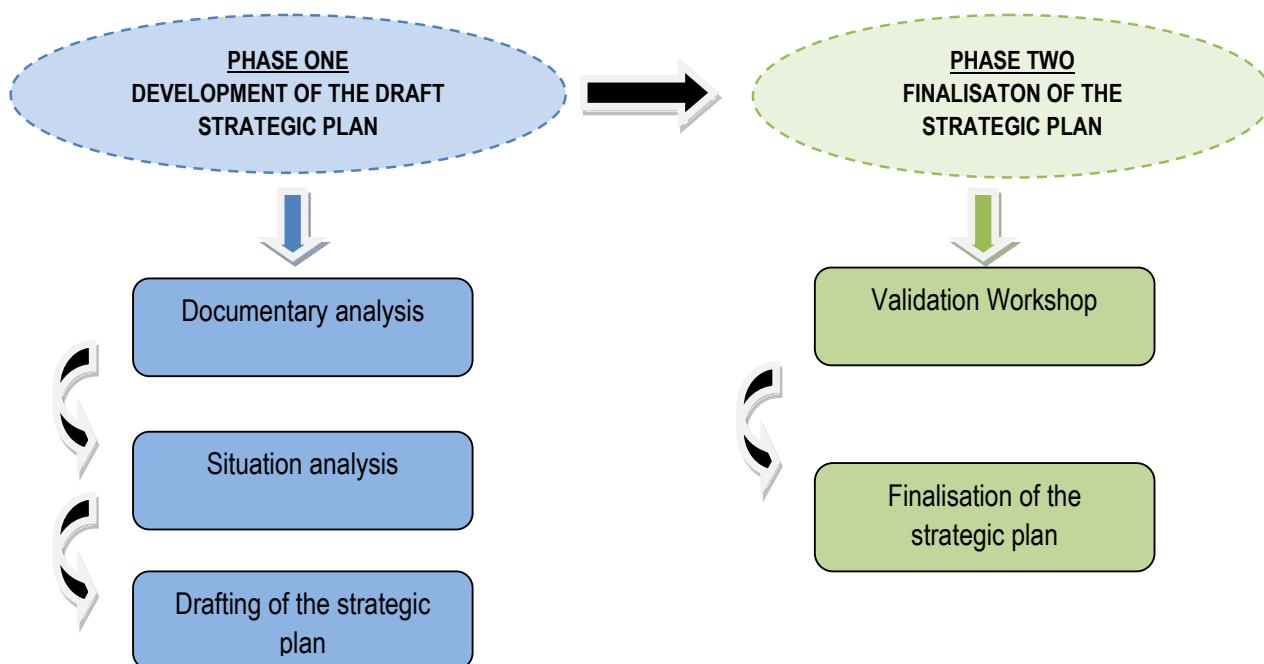
Pursuant to the Executive Council decision (EX.CL/Dec.570 (XVII)), adopted at its Seventeenth Ordinary Session, held in Kampala, Uganda, on 25th July 2010, endorsing the Board's decision to prepare a Strategic Plan for its activities for the period 2011-2015, the Board has initiated a strategic planning process. This process which was supported by external consultants, had an overall objective to bring about more clarity to the Board's role, its value-added and vision, as well as to bring about more coherence and strategic direction to its activities.

Specifically, it was requested that the strategic plan should address the following elements:

- The mission and vision statements of the Board;
- Strengths and weaknesses, opportunities and threats ;
- Main stakeholders: roles & responsibilities, relations and expectations ;
- Strategic Goals and objectives, expected outputs and outcomes, indicators;
- Priorities for attention of the Bureau of the Board;
- Key activities, budget requested;
- Important assumptions and critical success factors;
- Structure of the organization of work ensuring efficiency and effectiveness, including outsourcing and partnering strategy;
- Monitoring and evaluation mechanism for the strategic plan.

B. THE STRATEGIC PLANNING PROCESS

This strategic plan was elaborated through a participatory and inclusive process to ensure that the points of view of Board Members, Secretariat's staff, key internal and external stakeholders are taken into consideration. The principles applied all through this process aimed at guaranteeing relevance, ownership, efficiency and effectiveness in the implementation of the plan. The strategic planning process was implemented through an approach with two key phases: the development of the draft strategic plan and the finalization of the strategic plan.



The Strategic Planning Process

During the first phase of drafting the strategic plan, three key activities were carried out, namely:

1. Documentary analysis:

This involved the analysis of relevant documentation (the AU Convention on Prevention and Combating Corruption, the Executive Council decisions, reports of Board meetings held in May, December 2009 and March and July 2010), with an objective to enable consultants have an in-depth knowledge of the global environment of the Advisory Board on Corruption, as well as the key strategic axis of its programs and past and current initiatives related to the implementation of its mandate.

2. Situation Analysis:

This included focus group discussions and interviews with Board Members, staff of the Secretariat and selected stakeholders.

Focus group discussions with the Board Members

These focused on:

- The added value of the Convention in relation to similar instruments/ tools put in place to fight corruption in Africa,
- Major achievements of the Board for the past two years,
- The key strengths and weaknesses of the Board as an institution, current challenges in the implementation of the Board's Mandate and suggestions on possible solutions,
- Threats from the global environment, and
- Possible opportunities with other organizations engaged in the fight against corruption and related offences.

Interviews with potential stakeholders

Consultative meetings were held with various stakeholders¹ selected by the Board whereby information was collected on:

- Their views on the Convention and the role of the Advisory Board in the fight against corruption in Africa, and specifically on the value added of the AU Convention regarding the fight against corruption to the increased success of these initiatives and in addressing the challenges faced,
- Current initiatives put in place by these organizations to fight corruption in Africa and related offences, as well as challenges encountered in this framework,
- Possible areas of partnership and synergy with the Board in the implementation of the provisions of the Convention.

3. Drafting of the strategic plan

Based on the information gathered, the consultants proposed a draft strategic plan with:

- The strategic areas of focus for the Board in the next five year (2011-2015);
- The strategic objectives, results and indicators for these strategic axes;
- The structure of work for the efficient achievement of the objectives; and
- The monitoring and evaluation plan.

The second phase of the strategic planning process involved two activities.

4. Validation Workshop

This participatory workshop brought together Board members and key stakeholders in the fight against corruption. It had as objectives to:

- Analyze and validate the draft strategic plan of the AU ABC,
- Give recommendations on AU ABC key activities for 2011.

During this workshop, participants² made a detailed analysis and provided feedback on the areas of focus for the Board during the next five years. They also shared experiences on the challenges in the implementation of the UNCAC convention with suggestions on priority activities related to the implementation of the AU ABC plan for the next one year. The key conclusions of these discussions were used to finalize this plan.

5. Finalization of the strategic plan

Following the validation workshop, the consultants worked at integrating the comments and suggestions for improvement from stakeholders and Board Members in the draft, in order to provide a finalized strategic plan.

This process started in November 2010 and ended in April 2011.

¹ The list of stakeholders interviewed during the situation analysis is available in annex A.

² The list of participants to the validation workshop is available in annex B.

THE AFRICAN UNION ADVISORY BOARD ON CORRUPTION

A. MISSION AND INSTITUTIONAL STRUCTURE

#

The African Union Advisory Board on Corruption (AU-ABC) is a mechanism created to follow-up the implementation of the African Union Convention on Preventing and Combating Corruption (Article 22 (1) of the Convention).

The mission of the AU-ABC, which has clearly been stated out in Article 22 (5) of the Convention, is:

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

In order to perform these tasks, the Board is composed by 11 members elected by the Executive Council from a list of experts. The Board Members should:

- Be of highest integrity and impartiality
- Have recognized competence in matters relating to preventing and combating corruption and related offences
- Be proposed by a State Party.

The members of the Board are independent personalities who serve in their personal capacity. They are appointed for a period of two years, renewable once.

The AU-ABC Bureau

The Board elects from among its members a Bureau comprising a Chairperson, a Vice-Chairperson and a Rapporteur. Members of the Bureau are appointed for a period of one (1) year.

The Bureau ensures the planning and coordination of the activities of the Advisory Board necessary to execute the functions of the Advisory Board under Article 22 (5) of the Convention. The Bureau may represent the Advisory Board in regional and international conferences or meetings related to its functions and mandate. The Bureau may, after informing the African Union Commission (AUC) and on behalf of the Advisory Board, conclude partnerships and cooperation arrangements with other organizations or regional or international institutions pursuing similar goals.

The Executive Secretariat of the Board

The Secretariat shall function under the direction of the Bureau and the supervision of the Rapporteur. It has been established to furnish substantive, professional, administrative, and logistical support to the Advisory Board. Specifically, the Secretariat organizes all meetings of the Advisory Board and the Bureau. It maintains registry of all documents and correspondence of the Advisory Board, and renders a general record-keeping function relating to its activities. It also provides the necessary technical support to Board Members in the achievement of their missions.

The Secretariat is managed by an Executive Secretary. An organizational structure³, conforming to the general policies and guidelines of the African Union, has been designed and is composed of professional, technical and administrative staff.

B. CORE VALUES AND PRINCIPLES

The core values, which constitute the basis on which the African Union Advisory Board on Corruption will achieve its mission, are inbuilt in the Convention on preventing and combating corruption and related offences (article 3). They include:

- The respect for democratic principles and institutions, popular participation, the rule of law and good governance;
- The respect for Human and Peoples' Rights in accordance with the African Charter on Human and Peoples' Rights and other relevant human rights instruments;
- The promotion of social justice to ensure balanced socio-economic development;
- The transparency, integrity, impartiality, efficiency, professionalism and accountability in the management of public affairs;
- The condemnation and rejection of acts of corruption, related offences and impunity.

In addition to these, the African Union Advisory Board on Corruption has laid down key principles that will guide Board Members and staff in carrying out their activities. These principles are:

³ The structure of the Secretariat proposed in 2010 is available in the annex.

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

C. AU ABC ADDED VALUE

In the current context of the fight against corruption in Africa, the added value of the African Union Advisory Board lies both in its legitimacy and its institutional positioning.

Concerning its legitimacy, the Board is the emanation of the African Union Convention on Preventing and Combating Corruption. This organ bases its work on the provisions of this legal instrument adopted by all Member States. In this regard, the Board

- Is the unique continental organization mandated by the African Union to deal with corruption and related themes in Africa, and to support the Member States in observing the provisions of the Convention
- Is better positioned to influence the adoption and the implementation of measures by Member States to observe the provisions of the African Union Convention on Preventing and Combating Corruption

This legitimacy brings in clear value added of the Board on the institutional level, namely with regard to its positioning in the African and international arena. In this respect, the Board:

- Has the capacity to coordinate and orient anti-corruption initiatives on the Continent towards the achievement of the objectives of the Convention
- Provides an African solution to the problems of corruption, taking into consideration the specific political, economic, social and cultural realities of the continent.
- Facilitates the harmonization of laws on corruption at national, sub-regional and continental levels.
- Has the ability to address key issues such as private sector commitment in the fight against corruption and funding of political parties.

ANALYSIS OF THE ENVIRONMENT

As it is well known, it is quite challenging to measure corruption, its extent, as well as quantifiable impacts on the well-being of populations. A number of tools exist, which are based either on the perception level of corruption, or on the supply side of corruption. These measures, as well as studies and research reports, tend to demonstrate that Africa is seriously exposed to the negative impacts of the phenomenon. It is therefore admitted that corruption has an important impact on development trends in the continent, and that this particularly affects the most sensitive sectors of development such as health and education. The global belief is that national development policies would have more effect and positive influence on the daily life of Africans if the practice of corruption is reduced.

In this context, several initiatives are undertaken by actors to address the issue of corruption in Africa. These responses can be the definition of policies and legal frameworks, research and advocacy, sensitization and awareness raising or capacity building. The following stakeholders' analysis will give an overview of the type of involvement of some key actors.

A. STAKEHOLDERS ANALYSIS

Generally, four categories of actors can be identified in the framework of the fight against corruption:

Governments and related institutions

As Member States adopted the Convention, which intends to foster the fight against corruption in Africa, they are the key stakeholders in this framework. This involvement is two-fold: First, as implementers, the Member States, through their governments, parliaments and national anti-corruption institutions, have the responsibility to take necessary initiatives to apply the provisions of the Convention. Secondly, the results of the commitment of Member States in the fight against corruption will increase the impact of national development policies, and hence, the well-being of the populations. Member States' Governments and institutions are responsible for the elaboration of national policies and laws, as well as the efficient implementation of these tools.

Sub regional and Regional organizations

Within the framework of their vision of a better sub regional and regional integration in Africa, the Regional Economic Communities and the AU ensure that there is coherence at supra-national levels for issues requesting transnational harmonization. In this regard, these organs elaborate and follow up the implementation of pertinent regional policies.

Civil Society organizations and Knowledge Management organizations (Universities, research centers, etc)

This category mainly focuses on the generation of information on corruption, the design and implementation of policies at national and regional levels, and the impact of these initiatives on the practice of corruption. They also develop and analyze tools and methodologies to measure the level and impact of corruption. Moreover, these organizations use the outcomes of their researches to sensitize and raise awareness of the public on issues of corruption. They also lobby decision makers for the implementation of recommendations and for an improved efficiency of the policies.

Development Partners

As it is well known, anti-corruption is a key focus in the agenda of development partners, as it has a strong impact on aid efficiency. Development partners are mainly involved in capacity development of stakeholders fighting against corruption, either through technical or financial support. They also support policies and programs through policy dialogue and political mobilization. In addition to this, they share lessons learnt from the experiences of their own and other countries in building systems and tools to fight corruption and reinforce good governance.

Generally, the stakeholders' analysis demonstrates that the field of anti-corruption is very dynamic in Africa, with a lot being done by many actors. The Board will, therefore, have to assert its position as a regional coordinating body through relevant and value added actions and impacts.

A non exhaustive analysis of some stakeholders⁴ has been done and is available in the table below.

⁴ This analysis mainly focuses on the stakeholders that were selected for the situation analysis phase, and can be complemented.

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Stakeholder	Past initiatives in the fight against corruption	What stakeholders can do for AU ABC	Expectations from AU ABC
State Parties	<ul style="list-style-type: none"> • Setting up of national anti corruption bodies and authorities • Development and implementation of anti-corruption policies and laws 	Provide information on : <ul style="list-style-type: none"> • Status of corruption • Anti corruption initiatives at country levels and their impacts 	Collaborate, with State Parties on: <ul style="list-style-type: none"> • Provision of tools to analyze the nature and scope of corruption • Support for the development of anti corruption policies and programs • Training and advisory services • Assessment of measures put in place to fight corruption and related offenses
AU Commission / Department of Political Affairs		<ul style="list-style-type: none"> • Provide adequate support for the setting up of an effective Secretariat 	<ul style="list-style-type: none"> • Share timely and adequate information on the progress made in the achievement of the Board's mission
AU Commission / Legal Counsel	<ul style="list-style-type: none"> • Initiation of a study on corruption in Africa • Drafting of the AU Convention on Preventing and Combating corruption • Monitoring of the adoption by Member States 	On request from the Board, can : <ul style="list-style-type: none"> • Assess, draft and propose relevant legislative reforms at the level of state Parties in conformity with the provisions of the Convention • Provide legal advice on all legal issues as requested by the Board 	<ul style="list-style-type: none"> • Share information on the level of domestication and application of the provisions of the Convention by State Parties
RECs	<u>EAC:</u> Carry out Initiatives/activities on election and trade related corruption: <ul style="list-style-type: none"> • Establishment of a regional framework on governance and corruption • The creation of a common market with common values, rules and norms 	<ul style="list-style-type: none"> • Lobby at regional levels for ratification and application of the provisions of the convention • Collect reports at regional level from state parties on the degree of implementation of the convention 	<ul style="list-style-type: none"> • Build from initiatives already made by RECs and serve as a coordinating body • Capacity building of RECs • Carry out sensitization campaigns • Develop and implement an auditing mechanism

African Union Advisory Board on Corruption 2011 – 2015 Strategic Plan

Stakeholder	Past initiatives in the fight against corruption	What stakeholders can do for AU ABC	Expectations from AU ABC
	<p><u>ECCAS:</u></p> <ul style="list-style-type: none"> • Establishment of an Observatory for the fight against corruption • Organization of sub regional workshop on corruption <hr/> <p><u>ECOWAS:</u></p> <ul style="list-style-type: none"> • Establishment of a regional organization which fight against money laundering in West Africa • ECOWAS protocol against corruption which have been ratified by all 15 member states with 05-07 domestication 	<ul style="list-style-type: none"> • Provide support to regional anti-corruption strategies • Lobby for policy development/ adaptation to the fight against corruption • Lobby for the enforcement of anti corruption laws • Provide information on anti corruption initiatives 	<ul style="list-style-type: none"> • Establishment of a network of anti corruption agencies • Partner with RECs for the get Member States to sign the Convention so as to promote continental integration • Support to the creation of regional mechanisms • Establishment of media networks to support initiatives
<p>Transparency International and its national organs</p>	<ul style="list-style-type: none"> • Established initiatives on corruption (Corruption perception index) • Lobby for the ratification and domestication of the Convention 	<ul style="list-style-type: none"> • Awareness raising and sensitization • Information dissemination on the negative effects of corruption and related practices • Lobby for the domestication of the Convention • Carry out research on the nature and scope of corruption • Provide information on anti corruption initiatives • Provide fair and objective reporting on anti corruption issues 	<ul style="list-style-type: none"> • Support in securing of funding for pertinent activities • Provide organizations with documents related to the Convention • Train, educate and create awareness on the key provisions of the Convention • Provide periodic updates on the convention • Provide expert advice to State parties in the establishment and implementation of a suitable legal framework / model laws for the domestication of the provisions of the Convention

African Union Advisory Board on Corruption 2011 – 2015 Strategic Plan

Stakeholder	Past initiatives in the fight against corruption	What stakeholders can do for AU ABC	Expectations from AU ABC
OXFAM Liaison office with the African Union	Initiative have been put in place to assess the level of implementation of instruments signed at the level of the AU including the AU Convention to fight corruption	<ul style="list-style-type: none"> • Collaborate, network and partnership • Facilitate access to local and national NGOs • Experience sharing • Lobby for ratification and domestication of provisions of the Convention • Technical support • Share findings on corruption related researches 	<ul style="list-style-type: none"> • Provide / circulate documentation related to the convention • Train, educate and create awareness on the key provisions of the convention • Provide periodic updates on the convention • Involve the media, CSOs and Parliaments in following up the domestication of the Convention • Use information from Oxfam and other actors as basis on action (development of mechanisms and strategies) • Develop and share a simplified version of the Convention
UK Cooperation agencies	<ul style="list-style-type: none"> • Capacity building for National anti-corruption commissions • Support to the development of adequate legal framework to fight corruption • Political lobby and support 	Technical support for the implementation of the Convention Sharing of roaster	<ul style="list-style-type: none"> • Capacity building of individual national anti corruption commissions • Lobbying for the ratification and domestication of the convention • Monitor the effects/impacts of the anti corruption Boards • Request political support from AU Chair
EU Liaison Office to the AU	Financial support for capacity building of the AU on issues of human rights and governance	On request from the AU Commission, can provide funding for the Board's activities	<ul style="list-style-type: none"> • Strategic programming and implementation of activities • Develop and follow up the implementation a regional legal framework for African countries
German Technical Cooperation	<ul style="list-style-type: none"> • Capacity building for regional organizations • Support to research organizations dealing with anti-corruption 	<ul style="list-style-type: none"> • Support to the implementation of the strategic plan of the AU ABC 	<ul style="list-style-type: none"> • Focus on the implementation of the Convention • Share best practices • Support national anti-corruption

African Union Advisory Board on Corruption 2011 – 2015 Strategic Plan

Stakeholder	Past initiatives in the fight against corruption	What stakeholders can do for AU ABC	Expectations from AU ABC
	<ul style="list-style-type: none"> • Support to the implementation and review of the UN CAC 		commissions <ul style="list-style-type: none"> • Lobby for further ratification • Facilitate resource mobilization and resource channeling to countries
U4 Resource Center	<ul style="list-style-type: none"> • Support to the implementation of the UN CAC • Provision of reports and briefing notes on corruption • Capacity building of actors (Training workshops and on-line courses on anti-corruption) 	<ul style="list-style-type: none"> • Support actors with capacity building on anti-corruption issues 	<ul style="list-style-type: none"> • Enhance south – south cooperation • Bringing the anti-corruption process and initiatives closer to the African people and realities • Capitalize on the value added of the AU Convention • Measure impacts, track records and enhance public accountability • Speak about the results and best practices • Encourage peer learning within the AU (take stock of the APRM)
Basel Institute of Governance	<ul style="list-style-type: none"> • Support to the review process of the UN CAC • Capacity building of actors • Support to private sectors companies (certification of compliance systems, integrity and anti-corruption standards) 	<ul style="list-style-type: none"> • Consulting, research and advisory services for anti-corruption activities in terms of prevention, enforcement and capacity building 	<ul style="list-style-type: none"> • Focus on the impact of the provisions of the Convention • Enhance accountability of Member States

B. SWOT ANALYSIS

The strengths and weaknesses of the Board are as follows:

STRENGTHS OF THE BOARD

a. Qualification and competence of Board Members

The board members have a good experience/background on anti corruption and governance issues in the respective countries.

b. Establishment and operationalization of rules and procedures

Since it came on board in 2009, the AU ABC established rules and procedure for the efficient functioning of the Board in the implementation of its mandate, which has become operational.

c. Cultural diversity of its members

Board members are selected from eleven African countries and bring to the Board their different experiences and approaches in the fight against corruption and its related effects. The Board thus has accumulated knowledge and experiences from which it can then select best practices.

d. Existence of the force of the AU behind the Board

The AU ABC is the only pan African body mandated by the AU to fight corruption in Africa. So far, the 31 State Parties to this Convention indicates the vested interest that African countries are prepared to put into the fight against corruption and its related effects in Africa.

e. Continental coverage of the Convention

The African Union Convention to Fight against Corruption is the sole legal instrument in this context that covers the whole of the African Continent. The Board can use this as an opportunity to orient initiatives put in place for the implementation of other regional protocols/tools towards the achievements of the provisions of the AU Convention to Fight against Corruption.

f. Independence of the Board

The AU ABC is an autonomous organ within the AU structures. It has the freedom to focus on issues in the context of its environment as it deem fit.

WEAKNESSES OF THE BOARD

a. Inadequate human capacity to implement the Mandate

The AU ABC secretariat is made up of two interim staff. This is inadequate in view of the large mandate and the need for continental presence and visibility of the Convention and the Board.

b. Insufficient financial and material resources

The Board is limited in the planning of activities due to insufficient financial and material resources. This also slows down the progress made in planned activities, reduces communication among board members, and reduces activities with REC's.

c. Insufficient long term partnerships

Though the Board had made some short-term partnerships, no concrete decisions have been arrived at the conclusion of a long-term partnership. Thus, the need to develop a long-term partnership policy for both technical and financial assistance in the implementation of the Board's mandate remains a pertinent issue.

d. Inadequate office space

The office space given to the Board is not enough given the projected addition to the Secretariat.

e. Short term for Board's mandate

The two-year term of office for Board members is too short to ensure continuity on shared vision in the achievement of the Board's mandate.

OPPORTUNITIES FOR THE BOARD

In recent years, Africa has seen an increase in the number of legal instruments both at regional and national levels put in place to curb corruption and its related effects. This can be further illustrated by the increased number of African countries that have signed/ ratified the UN and AU Conventions and other regional tools against corruption such as the ECOWAS and SADC Protocols against corruption.

Detailed analysis have shown that these legal instruments have similar provisions as the AU Convention to Fight Against Corruption, and that their related institutions have put in place several initiatives related to that of the mandate of the Advisory Board as assigned by the Convention. Thus, such initiatives can serve as a basis for synergy and partnerships with the institutions involved for the successful implementation of the Convention.

Also, the general call for good governance; accountability and transparency in the management of public and private sectors has led to a high rate of interest from the donor community in the fight against corruption and its related effects. This therefore provides a favorable environment for the acquisition of the necessary technical and financial support from the international community at large for the follow up on the implementation of the AU Convention.

THREATS AT THE BOARD

The existence of several agencies with roles similar to that of the AU ABC brings to light the risk of confusion and conflicts in the implementation of anti corruption initiatives. Furthermore, the fact that several African countries have ratified more than one convention or protocol against corruption places more emphasis on the need for synergy and partnership for the successful implementation of the AU Convention.

Again, the fact that out of the 53 Member States of the AU, only 31 have ratified this Convention and less are in the process of domestication sheds light on the need to address the insufficient political will for the ratification/domestication of the Convention.

A summary of the SWOT analysis is provided in the table below:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Qualification and competence of Board Members• Establishment and operationalization of rules and procedures• Good knowledge and experience of Board Members on corruption and related issues• Cultural diversity of the members• Existence of the force of the AU behind the Board• Ratification by 31 State parties of the convention• Continental coverage of the Convention• Independence of the Board	<ul style="list-style-type: none">• Inadequate human capacity to implement the mandate• Insufficient financial/material resource leading to other consequences:• Low visibility at the level of RECs and national Anti corruption commission,• Non harmonized clear and common vision by members on the implementation mechanism of their mandate,• Low communication amongst Board Members• Insufficient visibility of the convention / Board in different state parties• Inadequate implementation mechanism• Insufficient long term partnerships• Inadequate office space• Short length of Board Members' mandate

The opportunities and threats in the achievement of the Board's mission are as follows:

OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Increased awareness of the African population and Member States on the negative effects of corruption• High dynamism of the anti-corruption community (lot of initiatives are already going on)• Possibility of partnerships/synergy with other regional and national anti corruption organizations, development and research organizations, NGOs• Existence of regional and international platforms• Possibility to link with initiatives related to the UN CAC• High interest for anti corruption and good governance from the donor community	<ul style="list-style-type: none">• Risk of conflict/ duplication in the realizations of activities related to the AU Convention• Insufficient political commitment of the state parties in the development of a legislative framework in line with the provisions of the Convention• Insufficient political commitment of AU Member States in the ratification and domestication of the Convention

AU ABC 2011 – 2015 STRATEGIC PLAN

A. VISION

The AU-ABC has a long-term vision of “**a prosperous continent with less corruption and related offences**”. This vision is driven by the belief that the promotion of good governance, social justice and democracy in Africa will lead to a more sustainable socio-economic development of its people.

In the short term, the vision of the AU ABC is to be, by 2015, “**an efficient organization that provides pertinent support to Member States in the sustainable implementation of the AU Convention and the fight against corruption in Africa**”.

B. KEY ACHIEVEMENTS AND CHALLENGES OF THE BOARD

Since its inception in 2009, the Board has realized number of activities, which led to the following key results:

On the organizational plan:

- The setting up of the Board and the Executive Secretariat,
- The elaboration and adoption of its internal rules and regulations,
- The elaboration and adoption of a code of conduct for the Board members,
- The development of a program of action for 2010 – 2011 with 08 strategic objectives assigned to members as focal points.

On the technical plan:

- The elaboration and submission of a questionnaire to States Parties relating to the level of domestication of the Convention,
- The initiation of partnerships with development partners for the implementation of the program of action.

Nevertheless, the Board faced some challenges in the achievement of these results; namely:

- Insufficient financial resources for the implementation of activities,
- Insufficient human resources within the Secretariat,
- Insufficient information on countries,
- Non submission of reports by the national anti-corruption committees ,
- Insufficient visibility of the Board in Member States,
- Insufficient communication on the Convention in Member States.

Based on these challenges and the analysis of the external and internal environment, four strategic axes have been identified to articulate the vision of the Board.

C. STRATEGIC AXIS AND KEY OBJECTIVES

Strategic axis 1: Support to the implementation of the Convention

This axis is linked to the core missions of the Board, its *raison d'être*. The objectives under this axis focus on:

- The ratification of the Convention by Member States
- The promotion and enhancement of the development of an adequate and effective legal framework for the fight against corruption
- The development and the promotion of harmonized codes of conducts for public officials
- The development of methodologies for an analysis of the nature and scope of corruption in Africa
- The capacity development of national and regional organs in charge of the fight against corruption.

Strategic axis 2: Awareness-raising on the Convention and Visibility of the Board

This axis is highly important, as efficient and sustainable implementation of the Convention cannot be done unless there is sufficient awareness and visibility of the Convention. The key objective under this axis is the increased awareness on the Convention and its implementation mechanisms (at national, sub regional and regional levels).

Strategic axis 3: Building partnerships.

As it has been noted in the stakeholders' analysis, numbers of actors are already involved in the fight against corruption in Africa, with specific fields of expertise and pertinent experiences. The aim of this axis is to enable the Board to take stock of the existing initiatives and base on partnerships to show value added results. The main objective under this axis is the consolidation of partnerships with stakeholders involved in the fight against corruption.

Strategic axis 4: Organizational efficiency of the Board and Monitoring and Evaluation

The achievement of the Board's mission is only possible if this body is a functioning and performing organization, hence this strategic axis on the efficiency of the Board as an institution. In addition, the Board shall be in a position to follow up the activities and impacts of the fight against corruption at continental, sub-regional and national levels. The key objectives here are:

- The establishment of functional and efficient secretariat,
- The mobilization and securing of financial resources for the functioning of the Board and implementation of projects,
- The optimization of the efficiency of Board members during their mandate, in order to address the relatively short mandate of Board members and ensure continuity between different mandates.
- The systematization of the planning, monitoring and evaluation mechanism of the Board,
- The capitalization of information on the progress made in the implementation of the Convention by all stakeholders.

The detailed logical framework with results for each objectives and indicators is presented in the table below.

AU ABC Logical framework for 2011 – 2015

STRATEGIC AXIS I: SUPPORT TO THE IMPLEMENTATION OF THE CONVENTION

OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED RESULTS	INDICATORS
Objective 1.1 Ensure ratification of the convention by Member States of the African Union		Increased number of ratification of the Convention	The convention is backed by ratification of at least 75% of AU Member States
	<i>Strategic activity 1.1.1</i> Develop and implement a strategy on awareness raising at the level of the member states on the importance of the ratification of the convention	Increased awareness on the key provisions of the Convention and the importance of ratification at the level of AU Member States	<ul style="list-style-type: none"> • By the end of the first year, an effective strategy on awareness raising on the importance of ratification of the Convention is available • By the end of December 2012, awareness raising activities on the importance of ratification of the AU Convention have been successfully carried out with all the 22 Members States of the AU who are yet to ratify the Convention • By the end of the first year, at least 2 additional Member States have ratified the Convention and deposited their instruments of ratification • By the end of 2013, at least an additional 04 Member States have ratified the Convention and deposited their instruments of ratification • By the end of 2015, 75% of AU Member States have ratified the Convention and deposited their instruments of ratification
Objective 1.2 Promote and encourage the development of an adequate		Progress made on the domestication of the Convention	Beginning from 2013, prevention and punishment of corruption and related offences through legal measures is effective in all Member States

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OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED RESULTS	INDICATORS
and effective legal framework by State Parties	<i>Strategic activity 1.2.1</i> Analyze and identify gaps in the domestication of the convention by State Party	<ul style="list-style-type: none"> Increased knowledge on gaps in the domestication of the Convention Regular reports on progress in the implementation of the Convention with recommendations made on the way forward 	<ul style="list-style-type: none"> By the end of the first year, an analysis is carried out on the level of domestication/ application of the Provisions of the Convention in each State Party, with the existing gaps , challenges and best practices identified and key recommendations made on the way forward Beginning from 2013, every two years, an analysis is carried out on the level of implementation/ application of the provisions of the Convention at the level of each State Party with key recommendation made on the way forward
	<i>Strategic activity 1.2.2</i> Propose a model law which could be adapted to state members to support adequate domestication of the convention by State Parties	Model law adopted and effectively applied by State Parties in the domestication of the Convention	By mid 2012, based on the results of the analysis, a model law to support domestication of the Convention is proposed and lobbying activities organized for its effective adaptation at the level of each State Party
	<i>Strategic activity 1.2.3</i> Follow up the utilization of the laws put in place and their corresponding effects/ impact on the reduction of corruption and its related offences in the State Parties	Regular reports on the effective utilization of the model law by State Parties	Beginning from 2012, every two years, a report addressing the application of the laws and its effects/impacts on the reduction of corruption and related offences is available.
Objective 1.3 Promote the use of the adopted Code of Conduct for public officials		Increased utilization and effective implementation of the Codes of Conduct by State Parties	<ul style="list-style-type: none"> By the end of 2013, at least 50% of State Parties are actually implementing quality Codes of Conduct By the end of 2014, the application of the Code of Conduct contributes to a significant reduction

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OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED RESULTS	INDICATORS
			in corruption at the level of public officials
	<i>Strategic activity 1.3.1</i> Dissemination of the adopted Code of Conduct in State Parties	Increased access to the code of conduct for public officials by State Parties	<ul style="list-style-type: none"> By the end of the first year, the adopted code of conduct for public officials is made available to State Parties
	<i>Strategic activity 1.3.2</i> Follow up the establishment, implementation and impact of Codes of Conducts at national levels	Assessment on the implementation and impact of the Codes of Conduct	<p>By the end of 2013, an analysis is carried out and recommendations made on:</p> <ul style="list-style-type: none"> adoption and revision of existing Codes of Conduct according to the model by State Parties the implementation process of the code and related impact in State Parties
Objective 1.4 Develop methodologies for analyzing the nature and scope of corruption in Africa		Availability of a Measuring tool for the nature, scope and impact of corruption	By the end of 2013, an effective tool for the measurement of nature and scope of corruption is available and used by all stakeholders undertaking researches on the nature and scope of corruption in Africa
	<i>Strategic activity 1.4.1</i> Assess the existing measuring tools of corruption with regards to the scope of application as defined by the convention		By the end of 2012, an analysis on the scope, strengths and weaknesses of existing measuring tools in relation to the AU Convention is carried out
	<i>Strategic activity 1.4.2</i> Design a tailored and comprehensive measurement tool for corruption in Africa	Design of a comprehensive and well tailored tool for the measurement of corruption in Africa	By mid 2013, a well tailored and comprehensive measurement tool is designed and proposed to State Parties
Objective 1.5 Analyze and encourage the promotion of capacity development for national and sub regional organs in charge of the fight against corruption		Progress made in the implementation of the Convention by national and regional anti corruption authorities	Implementation and follow up of the Convention at national and regional levels is efficiently executed by national and regional anti corruption authorities
	<i>Strategic activity 1.5.1</i>	<ul style="list-style-type: none"> Identification of Capacity 	By the end of 2012,

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OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED RESULTS	INDICATORS
	<p>Analyze the current capacities of national and regional anti corruption authorities to efficiently support the implementation of the Convention and the fight against corruption</p>	<p>development needs of national and regional anti corruptions authorities</p> <ul style="list-style-type: none"> • Development of capacity development program • 	<ul style="list-style-type: none"> • an analysis of all national and regional anti corruption authorities is carried out with regard to their capacities to efficiently support the implementation of the Convention and the fight against corruption • a proposal of capacity development program for national and regional anti corruption authorities is made • lobbying at the level of Heads of State is made for capacity development of regional and sub regional anti corruption bodies to be reinforced
	<p><i>Strategic activity 1.5.2</i> Support the implementation of a pertinent capacity development program for national and regional anti-corruption authorities</p>	<ul style="list-style-type: none"> • Increased capacity of national and regional anti corruption authorities in the implementation of the Convention 	<p>Beginning from 2013, the AU ABC facilitate</p> <ul style="list-style-type: none"> • the mobilization and orientation of resources to reinforce the capacities of national and regional anti corruption authorities • peer-learning and best practice exchanges among national and regional anti corruption authorities

STRATEGIC AXIS II: AWARENESS-RAISING ON THE CONVENTION AND VISIBILITY OF THE BOARD

OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED RESULTS	INDICATORS
<p>Objective 2.1 Increase awareness on the Convention and its implementation mechanisms (at national, sub regional and regional levels)</p>		<ul style="list-style-type: none"> • Increased access to information on the nature, scope and impact of corruption in Africa • Increased awareness and access to information on the Convention and achievements of the Advisory Board 	<ul style="list-style-type: none"> • Information on the scope and nature of corruption, its impact on the sustainable development of Africa and initiatives to fight corruption in Africa is easily accessible • Awareness on the Convention and achievements of the Board is increased • General population and stakeholders receive regular information on progress in the implementation of the Board's Mandate <p>Anti-corruption actions and initiatives are better coordinated and have improved impact in Member States</p>
	<p><i>Strategic activity 2.1.1</i> Elaborate and implement a communication strategy</p>	<ul style="list-style-type: none"> • Increased exchange/communication between the Advisory Board, the general African population and stakeholders involved in the fight against corruption • Increased recognition of Champions in the implementation of the Convention 	<ul style="list-style-type: none"> • By end of the first year, a communication strategy is developed and implemented on key information and frequency in sharing key initiatives and achievements in the implementation of the Convention with <ul style="list-style-type: none"> ○ AU Organs ○ State Parties ○ Stakeholders (all potential partners and regional organizations) ○ African population ○ International Community • The strategic focus of the Board's communication and lobbying strategy is improved
	<p><i>Strategic activity 2.1.2</i> Establish formal links with pertinent anti-corruption networks and organizations</p>		<ul style="list-style-type: none"> • By end of the first year, AU ABC has permanent and pertinent relationship with at least 3 selected anti-corruption networks

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OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED RESULTS	INDICATORS
	<p><i>Strategic activity 2.1.3</i> Collect, and document information on the nature and scope of corruption in Africa</p>		<ul style="list-style-type: none"> • By the end of 2013, information on the nature and scope of corruption in Africa is collected on State Parties and documented • Beginning from 2014, an annual report on the nature and scope of corruption in Africa is available
	<p><i>Strategic activity 2.1.4</i> Share information on the nature and scope of corruption in Africa</p>		<ul style="list-style-type: none"> • Beginning from January 2014 information related to the nature and scope of corruption in Africa is published on communication channels of the AU or AU ABC and other partners (RECs EU,...other actors in the fight against corruption)
	<p><i>Strategic activity 2.1.5</i> Showcase champions or best practices in the application of the provisions of the convention</p>		<ul style="list-style-type: none"> • Beginning from 2012, every year State Parties with best practices in the implementation of the provisions of the Convention are show cased as champions of the Convention during AU summits and other major events at continental and international levels

STRATEGIC AXIS III: BUILDING PARTNERSHIPS

OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED RESULTS	INDICATORS
<p>Objective 3.1 Consolidate partnerships with stakeholders involved in the fight against corruption</p>		<ul style="list-style-type: none"> Realization of Projects related to the implementation of the Convention Partnerships established for the implementation of the Convention 	<ul style="list-style-type: none"> Projects related to the achievement of the technical elements of the strategic plan are successfully carried out Long-term partnerships are established with strategic partners
	<p><i>Strategic activity 3.1.1</i> Develop suitable projects for the achievement of the (technical)strategic plan</p>	<ul style="list-style-type: none"> Projects developed for the implementation of the technical elements of the strategic plan Partnerships established for effective achievement of these projects 	<ul style="list-style-type: none"> By end of the first year, at least two suitable projects on the 2011-2012 priorities are developed and submitted to interested partners Beginning from 2012, at least four suitable projects related to the achievements of the key objectives of the strategic plan are developed each year and submitted to interested partners
	<p><i>Strategic activity 3.1.2</i> Obtain commitment from stakeholders on their involvement in the projects developed by the Board</p> <ul style="list-style-type: none"> <u>Parties</u>: AU ABC, AU State Members, African Commission on People's and Human Rights <u>Associated parties</u>: African Development Bank, UN organizations and related organs 		<ul style="list-style-type: none"> Beginning from January 2012, at least 02 long term partnerships agreements are signed with interested partners each year (this involve financial and technical partners)

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OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED RESULTS	INDICATORS
	<ul style="list-style-type: none"> • <u>Stakeholders</u>: NGOs and Civil Society 		

STRATEGIC AXIS IV: ORGANIZATIONAL EFFICIENCY OF THE BOARD AND MONITORING & EVALUATION

OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED RESULTS	INDICATORS
Objective 4.1 Establish a well resourced, functional and efficient secretariat		<ul style="list-style-type: none"> • Increased performance of the Secretariat of the Advisory Board • Improved strategic focus of the Board 	<ul style="list-style-type: none"> • Organization of meetings and coordination of activities between the Board and the Secretariat is improved • Information flow between the Board and the Secretariat is improved • An efficient staff of the secretariat is put in place and functional
	<i>Strategic activity 4.1.1</i> <i>Define an organization chart for the secretariat with the mission and interrelationships</i>	<ul style="list-style-type: none"> • Increased number of staff • Improved capacity of staff • 	<ul style="list-style-type: none"> • By end of the first year, an organization chart and job descriptions of the AU ABC Secretariat is established based on the approved 2011 budget and validated by the Board and the AU Commission • Beginning from December 2011, before the first annual Summit of the AU for 2012, an evaluation is carried out on the efficiency of the organization chart, with existing gaps identified and proposals for reinforcement of the secretariat staff included in budgetary requests for the next year
	<i>Strategic activity 4.1.2</i> <i>Recruit permanent staff</i>		<ul style="list-style-type: none"> • By January 2012 at least 50% of staff identified on the organization chart are recruited and on board • By end of September 2012, all staff identified on the organization chart are recruited and on board
	<i>Strategic activity 4.1.3</i>		<ul style="list-style-type: none"> • Before end of June 2012, a staff integration program

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OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED RESULTS	INDICATORS
	<i>Develop and implement a capacity development program for the staff</i>		based on key identity statement of the Board and key element of the Convention is developed and available <ul style="list-style-type: none"> • As of July 2012, every new staff benefits from the staff integration program • As of December 2012, annual evaluations are carried out on the staff with capacity development needs identified and proposals for reinforcement submitted to the AU Commission for future Implementation
	<i>Strategic activity 4.1.4 Develop a harmonized planning and reporting system between the Board and the Secretariat</i>	<ul style="list-style-type: none"> • Timely and successful implementation of Board activities • Increased strategic alignment of the Board's activities 	<ul style="list-style-type: none"> • As of August 2011, weekly planning meetings are held within the secretariat to share updates on <ul style="list-style-type: none"> ○ the AU Calendar in general, and the AU ABC in particular ○ calendar of activities of stakeholders (state institutions and potential partners) and also ○ report on previous activities and identify key areas of focus for the week • By the end of the first year, through a process that involve the entire Secretariat and Board, <ul style="list-style-type: none"> ○ the 2011 operational plan is assessed ○ the strategic plan is assessed and ○ based on the assessment results, the 2012 operational plan is developed • Beginning from 2011, end of year evaluation and planning activities are systematically held by the Board and the Secretariat
Objective 4.2 Mobilize and secure financial resources		<ul style="list-style-type: none"> • Increased availability of financial resources • Successful implementation of projects 	<ul style="list-style-type: none"> • Beginning from 2012, at least 75% of resources necessary for effective functioning of the Board and the implementation of projects are mobilized. • By the end of 2012, at least 75% of the projects activities are realized using the financial resources mobilized • Beginning from 2013, a minimum achievement rate of

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OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED RESULTS	INDICATORS
			80% in the Board's activities and projects is observed
	<i>Strategic activity 4.2.1</i> Secure internal resources within the AU		<ul style="list-style-type: none"> • Before every first summit, the Board's budget is available on time with pertinent justifications for each expense • By end of the first year, an effective system for following-up and lobbying is developed and implemented to secure the budget
	<i>Strategic activity 4.2.2</i> Identify, mobilize and secure external resources		<ul style="list-style-type: none"> • Beginning January 2012, at least two financial agreements covering a minimum period of one year are signed each year with financial partners for the implementation of the Board's projects
Objective 4.3 Optimize the efficiency of the board members during their mandate		Increased buy-in and ownership of the strategic focus of the Advisory Board by new Board Members	Ownership of the strategic focus of the Board is built and reinforced.
	<i>Strategic activity 4.3.1</i> Establish and systematize the transition process between the outgoing and the incoming Board	Ownership of the strategic focus of the Board by new Board Members	Beginning from 2011, at the end of each mandate, a comprehensive written report on the outgoing mandate must be made available at the secretariat with information on its: <ul style="list-style-type: none"> ○ Key achievements ○ Difficulties / obstacles and challenges encountered ○ Other information necessary for the new mandate to ensure continuity of the AU ABC vision
Objective 4.4 Monitor, assess and report on progress made in the implementation of the Convention		<ul style="list-style-type: none"> • Regular and pertinent information on progress in the fight against corruption in Africa • Improved coordination of activities and synergy between the Board and its partners 	
	<i>Strategic activity 4.4.1</i> Develop an information gathering	Information collected from State Parties and partners	<ul style="list-style-type: none"> • Beginning from January 2012, information from stakeholders on the activities carried out in relation to the

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OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED RESULTS	INDICATORS
	and sharing system on progress made in the fight against corruption by the Board, State Parties, and partners		<p>implementation of the Convention is collected on monthly basis</p> <ul style="list-style-type: none"> • Beginning from May 2012, every three months, reports with a clear outline of activities carried out by the Board Members and the Secretariat and partners is shared <p>Beginning from the first year, end of year evaluation and planning activities are systematically held by the Board, Secretariat and stakeholders</p>
	<i>Strategic activity 4.4.2</i> Report on key activities carried out with their related outcomes	Regular reporting on all activities related to the implementation of the Convention	<ul style="list-style-type: none"> • Beginning from the first year, progress report is available on time for Executive Council meetings • Every six months as of January 2012, a progress report specifying key activities carried out and its impact on the implementation of the convention is available (ratifications, legal framework, codes of conduct and measurement tools) • As of January 2012 the progress report serve as a basis for communication and interventions on the Convention

D. IMPLEMENTATION STRATEGY

In order to successfully implement this plan, the Board will perform based on the following principles:

Structure of the organization of work for efficiency and effectiveness

Based on members experience in corruption and governance issues, the Board will play a Think Tank role by giving ideas and providing guidance to Member States and the Secretariat for technical issues. The Board will also be responsible for lobbying and strategic communication activities.

The Executive Secretariat will be responsible for the administrative and logistic support to the Board; as well as, most important, to provide the necessary technical support to Board Members and Member States. This will include ensuring that Board Members have all the technical information necessary for them to achieve their tasks. In addition, the Secretariat will be responsible for the implementation of the tasks assigned by the Board in between sessions.

One key success condition for this organizational structure is that the Secretariat has all the necessary human and material resources. Given the relatively short mandate of Board Members (2 years), this is particularly important as the Secretariat will form the basis for the continuity of this strategic plan, and hence of the efficiency of the Board's activity.

Relationship with partners

The Advisory Board intends to take stock of current initiatives and existing expertise in the field of corruption. Therefore, an important number of activities will be implemented by NGOs and research institutions based on partnership agreements. This approach will avoid duplication of activities, and therefore, significantly reduce the practice of corruption and its impact on the wellbeing of population.

E. PRIORITIES FOR 2011-2012

During the first year of this period, the Advisory Board will focus on laying the basis of its work to ensure sustainability of its actions and impacts. In this respect, the organizational efficiency of the Board will be one of its key priorities. The Board will also support the implementation of the Convention specifically on the level of ratification and the use of the Code of Conduct. Finally, a focus will be put on awareness raising on the Convention and on the visibility of the Board.

The following table summarizes the key results to be achieved in 2011-2012. The definition of results-oriented activities will be done based on this framework.

OBJECTIVES AND STRATEGIC ACTIVITIES	INDICATORS
Strategic axis I: Support to the Implementation of the Convention	
Objective 1.1 Ensure ratification of the convention by Member States of the African Union	
<i>Strategic activity 1.1.1</i> Develop and implement a strategy on awareness raising at the level of the member states on the importance of the ratification of the convention	<ul style="list-style-type: none"> • By the end of the first year, an effective strategy on awareness raising on the importance of ratification of the Convention is available • By the end of December 2012, awareness raising activities on the importance of ratification of the AU Convention have been successfully carried out with all the 22 Members States of the AU who are yet to ratify the Convention • By end of the first year, at least 04 additional Member States have ratified the Convention and deposited their instruments of ratification
Objective 1.2 Promote and encourage the development of an adequate and effective legal framework by State Parties	
<i>Strategic activity 1.2.1</i> Analyze and identify gaps in the domestication of the convention by State Party	<ul style="list-style-type: none"> • By the end of the first year, an analysis is carried out on the level of domestication/ application of the Provisions of the Convention in each State Party, with the existing gaps , challenges and best practices identified and key recommendations made on the way forward • Beginning from 2013, every two years, an analysis is carried out on the level of implementation/ application of the provisions of the Convention at the level of each State Party with key recommendation made on the way forward
Objective 1.3 Promote the use of the adopted code of conduct for public officials	
<i>Strategic activity 1.3.1</i> Disseminate the adopted Code of Conduct in State Parties	<ul style="list-style-type: none"> • By end of the first year, the adopted Code of Conduct for public officials is made available to State Parties
Strategic axis II: Awareness-raising on the Convention and visibility of the Board	
Objective 2.1 Increase awareness on the Convention and its implementation mechanisms (at national, sub regional and regional levels)	
<i>Strategic activity 2.1.1</i> Elaborate and implement a communication strategy	<ul style="list-style-type: none"> • By end of the first year, a communication strategy is developed and implemented on key information and frequency in sharing key initiatives and achievements in the implementation of the Convention with <ul style="list-style-type: none"> ○ AU Organs ○ State Parties ○ Stakeholders (all potential partners and regional organizations) ○ African population ○ International Community • The strategic focus of the Board's communication and lobbying strategy is improved

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OBJECTIVES AND STRATEGIC ACTIVITIES	INDICATORS
<p><i>Strategic activity 2.1.2</i> Establish formal links with pertinent anti-corruption networks and organizations</p>	<ul style="list-style-type: none"> By end of the first year, AU ABC has permanent and pertinent relationship with at least 3 selected anti-corruption networks
<p>Strategic axis III: Building Partnerships</p>	
<p>Objective 3.1 Consolidate partnerships with stakeholders involved in the fight against corruption</p>	
<p><i>Strategic activity 3.1.1</i> Develop suitable projects for the achievement of the (technical)strategic plan</p>	<ul style="list-style-type: none"> By end of the first year, at least two suitable projects on the 2011-2012 priorities are developed and submitted to interested partners Beginning from 2012, at least four suitable projects related to the achievements of the key objectives of the strategic plan are developed each year and submitted to interested partners
<p><i>Strategic activity 3.1.2</i> Obtain commitment from stakeholders on their involvement in the projects developed by the Board</p> <ul style="list-style-type: none"> <u>Parties</u>: AU ABC, AU State Members, African Commission on People's and Human Rights <u>Associated parties</u>: African Development Bank, UN organizations and related organs <u>Stakeholders</u>: NGOs and Civil Society 	<p>Beginning from January 2012, at least 02 long term partnerships agreements are signed with interested partners each year (this involve financial and technical partners)</p>
<p>Strategic axis IV: Organizational efficiency of the Board and Monitoring & Evaluation</p>	
<p>Objective 4.1 Establish a well resourced, functional and efficient secretariat</p>	
<p><i>Strategic activity 4.1.1</i> <i>Define an organization chart for the secretariat with the mission and interrelationships</i></p>	<ul style="list-style-type: none"> By end of the first year, an organization chart and job descriptions of the AU ABC Secretariat is established based on the approved 2011 budget and validated by the Board and the AU Commission Beginning from December 2011, before the first annual Summit of the AU for 2012, an evaluation is carried out on the efficiency of the organization chart, with existing gaps identified and proposals for reinforcement of the secretariat staff included in budgetary requests for the next year
<p><i>Strategic activity 4.1.2</i> <i>Recruit permanent staff</i></p>	<ul style="list-style-type: none"> By end of the first year, at least 50% of staff identified on the organization chart are recruited and on board By end of September 2011, all staff identified on the organization chart are recruited and on board
<p><i>Strategic activity 4.1.3</i> <i>Develop and implement a capacity</i></p>	<ul style="list-style-type: none"> Before end of June 2012, a staff integration program based on key identity statement of the Board and key

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OBJECTIVES AND STRATEGIC ACTIVITIES	INDICATORS
<i>development program for the staff</i>	element of the Convention is developed and available <ul style="list-style-type: none"> • As of July 2012, every new staff benefits from the staff integration program • As of December 2012, annual evaluations are carried out on the staff with capacity development needs identified and proposals for reinforcement submitted to the AU Commission for future Implementation
<i>Strategic activity 4.1.4</i> Develop a harmonized planning and reporting system between the Board and the Secretariat	<ul style="list-style-type: none"> • As of August 2011, weekly planning meetings are held within the secretariat to share updates on <ul style="list-style-type: none"> ○ the AU Calendar in general, and the AU ABC in particular ○ calendar of activities of stakeholders (state institutions and potential partners) and also ○ report on previous activities and identify key areas of focus for the week • By the end of the first year, through a process that involve the entire Secretariat and Board, <ul style="list-style-type: none"> ○ the 2011 operational plan is assessed ○ the strategic plan is assessed and ○ based on the assessment results, the 2012 operational plan is developed • Beginning from 2011, end of year evaluation and planning activities are systematically held by the Board and the Secretariat
Objective 4.2 Mobilize and secure financial resources	
<i>Strategic activity 4.2.1</i> Secure internal resources within the AU	<ul style="list-style-type: none"> • Before every first summit, the Board's budget is available on time with pertinent justifications for each expense • By end of the first year, an effective system for following-up and lobbying is developed and implemented to secure the budget
<i>Strategic activity 4.2.2</i> Identify, mobilize and secure external resources	Beginning January 2012, at least two financial agreements covering a minimum period of one year are signed each year with financial partners for the implementation of the Board's projects
Objective 4.4 Monitor, assess and report on progress made in the implementation of the Convention	
<i>Strategic activity 4.4.1</i> Develop an information gathering and sharing system on progress made in the fight against corruption by the Board, State Parties, and partners	<ul style="list-style-type: none"> • Beginning from January 2012, information from stakeholders on the activities carried out in relation to the implementation of the Convention is collected on monthly basis • Beginning from May 2012, every three months, reports with a clear outline of activities carried out by the Board Members and the Secretariat and partners is shared Beginning from the first year, end of year evaluation and

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OBJECTIVES AND STRATEGIC ACTIVITIES	INDICATORS
	planning activities are systematically held by the Board, Secretariat and stakeholders
<p><i>Strategic activity 4.4.2</i> Report on key activities carried out with their related outcomes</p>	<ul style="list-style-type: none"> • Beginning from the first year, progress report is available on time for Executive Council meetings • Every six months as of January 2012, a progress report specifying key activities carried out and its impact on the implementation of the convention is available (ratifications, legal framework, codes of conduct and measurement tools) • As of January 2012 the progress report serve as a basis for communication and interventions on the Convention

MONITORING AND EVALUATION MECHANISM

In order to ensure coherence, effective implementation of the five strategic axes and successful achievement of their related objective, the following monitoring and evaluation plan is hereby proposed. This plan will serve as an effective and efficient organizational management tool, which will permit the AU ABC to carry out regular follow up of the progress made in the achievements of its objectives, the impact of anti-corruption activities and identification of challenges that will be used to inform on the way forward.

The M&E Framework have been developed for each objective of the five strategic axis, and will be reviewed annually through evaluations.

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Objectives	Indicators	Measure	Source of data	Method of Data Collection (How)	Frequency (When)	Person responsible
STRATEGIC AXIS I: SUPPORT TO THE IMPLEMENTATION OF THE CONVENTION						
Ensure ratification of the convention by Member States of the African Union	The convention is backed by ratification of at least 75% of AU Member States of the AU	N° of Member States that have ratified the Convention and deposited their instruments with the AU	AU Legal Counsel	Documentary analysis	Annually	AU ABC Secretariat
Promote and encourage the development of an adequate and effective legal framework by State Parties	As of 2013, prevention and punishment of corruption and related offences through legal measures is effective in all Member States	<ul style="list-style-type: none"> • N° of countries that have domesticated the Convention • N° of countries that have adopted the model proposed by the AU • N° of corruption cases legally addressed based on the legal framework 	<ul style="list-style-type: none"> • National Anti-corruption Authorities • NGOs 	Documentary analysis / interviews	Annually	AU ABC Secretariat
Develop and promote the adoption of harmonized codes of conduct for public officials that could be adapted to state parties	By the end of 2013, at least 50% of State Parties have adopted and are implementing quality codes of conduct	<ul style="list-style-type: none"> • N° of state parties with existing codes of conduct • N° of state parties that have adopted the model code and the proposed manual 	<ul style="list-style-type: none"> • National Anti-corruption Authorities • Public administrations • NGOs 	Documentary analysis / interviews	Annually	AU ABC Secretariat

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Objectives	Indicators	Measure	Source of data	Method of Data Collection (How)	Frequency (When)	Person responsible
		<ul style="list-style-type: none"> N° of State parties that effectively use the codes of conduct to fight corruption 				
	By the end of 2014, the application of the code of conduct contributes to a significant reduction in corruption at the level of public officials	Degree of reduction of corruption at the level of public officials	<ul style="list-style-type: none"> National Anti-corruption authorities RECs Research Institutions NGOs 	<ul style="list-style-type: none"> Comparative analysis Documentary analysis Interviews 	Annually	AU ABC Secretariat
Develop methodologies for analyzing the nature and scope of corruption in Africa	By end of 2013, effective tools for the measurement of nature and scope of corruption are available and used by all stakeholders undertaking researches on the nature and scope of corruption in Africa	<ul style="list-style-type: none"> Availability of tools N° of countries effectively using these tools in the research on the nature and scope of corruption in Africa N° of non-governmental organizations using the measurement tools 	<ul style="list-style-type: none"> AU Secretariat ABC National Anti-corruption authorities Research institutions and NGOs 	<ul style="list-style-type: none"> Documentary analysis Interviews 	Annually	AU ABC Secretariat
Develop the capacities of national and sub regional organs in charge of	Implementation and follow up of the Convention at national and regional levels is	<ul style="list-style-type: none"> N° of anti-corruption authorities assessed 	<ul style="list-style-type: none"> Anti-corruption authorities / AU ABC 	<ul style="list-style-type: none"> Documentary analysis Interviews 	Annually	AU ABC Secretariat

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Objectives	Indicators	Measure	Source of data	Method of Data Collection (How)	Frequency (When)	Person responsible
the fight against corruption	efficiently executed by national and regional anti corruption authorities	<ul style="list-style-type: none"> Existence of a capacity development program N° of partnership agreements for the capacity building of anti-corruption authorities N° of workshops / trainings organized Degree of effectiveness and efficiency of anti-corruption authorities 	<ul style="list-style-type: none"> AU ABC AU ABC / development partners / research institutions Anti-corruption authorities / NGOs / development partners Anti-corruption authorities / NGOs / development partners / AU ABC 			
STRATEGIC AXIS II: AWARENESS RAISING ON THE CONVENTION AND VISIBILITY OF THE BOARD						
Increase awareness of the convention and its implementation mechanisms	Awareness on the Convention is increased	<ul style="list-style-type: none"> Degree of awareness on the Convention among institutional actors N° of awareness raising missions/ activities carried out 	<ul style="list-style-type: none"> Key institutional actors AU ABC Secretariat and AU commission 	<p>Surveys</p> <p>Documentary analysis</p>	Annually	AU ABC Secretariat

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Objectives	Indicators	Measure	Source of data	Method of Data Collection (How)	Frequency (When)	Person responsible
	Information on the scope and nature of corruption and initiatives to fight corruption in Africa is easily accessible	<ul style="list-style-type: none"> N° of surveys and publications on the nature and scope of corruption N° and type of organizations reached by the information on the nature and scope of corruption N° of initiatives put in place to fight Corruption and promote best practices 	<ul style="list-style-type: none"> AU Secretariat Anti-corruption authorities / NGOs / development partners / AU ABC 	Documentary analysis Surveys and interviews	Annually	AU Secretariat
	General population and stakeholders receives regular information on progress in the implementation of the Board's Mandate	<ul style="list-style-type: none"> N° of links created with anti corruption networks N° of communication channels established and functioning 	<ul style="list-style-type: none"> Anti-corruption authorities / NGOs / development partners / AU ABC AU Secretariat 	Surveys and interviews	Annually	AU Secretariat
	Anti-corruption actions and initiatives are better coordinated and have improved impact in Member States	<ul style="list-style-type: none"> Degree of satisfaction on the impact of anti corruption initiatives put in place 	<ul style="list-style-type: none"> General population 	Surveys and interviews	Annually	AU Secretariat

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Objectives	Indicators	Measure	Source of data	Method of Data Collection (How)	Frequency (When)	Person responsible
STRATEGIC AXIS III: BUILDING PARTNERSHIPS						
Consolidate partnerships with stakeholders involved in the fight against corruption	Projects related to the achievement of the technical and financial elements of the strategic plan are successfully carried out	<ul style="list-style-type: none"> N° of projects designed and submitted to partners N° of projects implemented in collaboration with partners 	AU ABC Secretariat / partners	Documentary analysis	Annually	AU ABC Secretariat
	Long-term partnerships are established with strategic partners	N° of Long term partnerships established with strategic partners	AU ABC Secretariat	Documentary analysis	Annually	AU ABC Secretariat
STRATEGIC AXIS IV : ORGANIZATIONAL EFFICIENCY OF THE BOARD AND MONITORING & EVALUATION						
Establish a functional and efficient secretariat	Organization of meetings and coordination of activities between the Board and the Secretariat is improved	<ul style="list-style-type: none"> N° of organigram N° of staff Degree of satisfaction of the Board members 	<ul style="list-style-type: none"> AU ABC Secretariat / AU Commission 	Documentary analysis (Evaluation sheets /Evaluation reports of board meetings and events)	<ul style="list-style-type: none"> Annually After every Board meeting or event 	AU ABC Secretariat
	An efficient staff of the secretariat is put in place and functional	<ul style="list-style-type: none"> N° of permanent staff recruited Degree of satisfaction on the performance Degree of satisfaction of partners 	AU ABC Secretariat / AU commission	Documentary analysis (Progress report on the implementation of the Strategic plan, staff evaluation reports)	Annually	AU ABC Secretariat
	Information flow between	<ul style="list-style-type: none"> N° of evaluations 	AU ABC Secretariat,	<ul style="list-style-type: none"> Documentary 	Quarterly	AU ABC

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Objectives	Indicators	Measure	Source of data	Method of Data Collection (How)	Frequency (When)	Person responsible
	the Board and the Secretariat is improved	and planning activities carried out <ul style="list-style-type: none"> • Availability of planning and evaluation reports 	Board Members	analysis <ul style="list-style-type: none"> • Interviews 		Secretariat
	Strategic focus of the Board is improved	<ul style="list-style-type: none"> • N° of projects/ activities /missions carried out Board and secretariat which are in line with the strategic plan of the Convention 	AU ABC Secretariat, Board Members	Documentary analysis (Project reports)	Annually	AU ABC Secretariat
Mobilize and secure financial resources	As of 2011, at least 75% of resources necessary for effective functioning of the Board and the implementation of projects are mobilized.	<ul style="list-style-type: none"> • N° of requests made to partners for financial assistance • N° of signed financial partnerships with partners that covers a minimum period of one year • Amount of financial support agreed with partners 	AU ABC Secretariat and AU commission	Documentary analysis (Signed contracts with partners)	Annually	AU ABC Secretariat
	By the end of 2011, at least 75% of the projects	N° of projects implemented with	AU ABC Secretariat and AU commission	Documentary analysis (Project documents,	Annually	AU ABC Secretariat

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Objectives	Indicators	Measure	Source of data	Method of Data Collection (How)	Frequency (When)	Person responsible
	activities are realized using the financial resources mobilized	financial resources mobilized by the Board		signed agreements with partners)		
	As of 2012, a minimum achievement rate of 80% in the Board's activities and projects is observed	N° of planned projects and activities realized	AU ABC Secretariat	Documentary analysis (operational plan, evaluation reports)	Annually as of 2010	AU ABC Secretariat
Optimize the efficiency of the board members during their mandate	Ownership of the strategic focus of the Board is built and reinforced.	<ul style="list-style-type: none"> N° of joined meetings held between bureau of outgoing Board and the new Board Degree of commitment and ownership of new Board with regard to the strategic focus of the Board's mission 	AU ABC Secretariat	<ul style="list-style-type: none"> Documentary analysis Interviews 	Annually	AU ABC Secretariat
Monitor, assess and report on progress made in the implementation of the Convention	Coordination of activities and synergy between the Board and its partners is reinforced	Degree of satisfaction by Board and partners on the implementation of joined activities	Board , partners	Consultative meetings	Quarterly	AU ABC Secretariat
	<ul style="list-style-type: none"> As of June 2011, the progress report is available on time for Executive Council meetings 	<ul style="list-style-type: none"> N° of progress reports available Degree of satisfaction on the quality and timely availability of 	Executive Council, AU ABC Secretariat	Documentary analysis (Progress reports) Interviews	Annually	AU ABC Secretariat

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Objectives	Indicators	Measure	Source of data	Method of Data Collection (How)	Frequency (When)	Person responsible
		progress report				
	As of June 2011 the progress report serve as a basis for communication and interventions on the Convention	<ul style="list-style-type: none"> N° of interventions / communications carried out using the progress report as reference 	Research Institution, NGOs, national and regional anti-corruption authorities and other actors involved in the fight against corruption	Consultative meetings with stakeholders	Annually	AU ABC Board

ANNEXES

A. LIST OF STAKEHOLDERS INTERVIEWED

N°	NAME	ORGANIZATION	FUNCTION
AU Commission			
1	Ben Kioko	Office of the Legal counsel AU	Head of the Legal Counsel
Other AU organs			
2	Colonel Chaharane Mogne	EASBRICOM-AU	Liaison Officer
Regional Economic Communities			
3	T. Philibert Magere	EAC Liaison Office to the AU	Head of Office
4	Raheemat O Momodu	ECOWAS Liaison Office to the AU	Head of Office
5	Lt Colonel Mangondza Godelin	ECCAS Liaison office to the AU	Head of Office
6	Salvator Matata	COMESA Liaison Office to the AU	Head of Office
Non Governmental Organizations			
7	Eyasu Yimer	Transparency Ethiopia	Executive Director
8	Desire Assogbavi	Oxfam – Liaison Office with the African Union	Head of Office
Research institutions and resource centers			
9	Juanita Olaya	Basel Institute of Governance	
10	Hannes Hechler	U4 Resource Center	Programme Coordinator
Development partners			
11	Ama Annan	Delegation of the European Union to the African Union	Political Advisor – Human Rights and Democracy
12	Sandy Moss	British Embassy Addis Ababa	
13	Gemma Hardcastle		
14	Sophia Mwikali Koerner	GTZ African Union Office	Project manager – Capacity Development for the AUC

List of consultants for the first phase (situation analysis and drafting of the plan)

N°	NAME	ORGANIZATION	FUNCTION
1.	Evelyne Nkeng Peh	STRATEGIES! Sarl	<ul style="list-style-type: none"> • Program Leader – Consulting Services in Development • Team leader for the project
2.	Adelyne Ndikum	STRATEGIES! Sarl	Consultant

B. LIST OF PARTICIPANTS TO THE VALIDATION WORKSHOP

No	Name	Position/Organization
1	Mme Julie ONUM-NWARIAKU	Chair Person, AU ABC (Nigeria)
2	M. Nabil HATTALI	Vice Chair, AU ABC (Algeria)
3	M. Edward GAMAYA	Rapporteur, AU ABC (Tanzania)
4	M. Costantinos Berhe TESFU	Board Member, AU ABC (Ethiopia)
5	Ms. Frene Noshir GINWALA	Board Member, AU ABC (South Africa)
6	M. Leonidas HAVYARIMANA	Board Member, AU ABC (Burundi)
7	Ms. Henriette Tall DIOP	Board Member, AU ABC (Senegal)
8	M. M'Père DIARRA	Board Member, AU ABC (Mali)
9	Ms. Dorothy N. ANGOTE	Board Member, AU ABC (Kenya)
10	M. Joe Tony AIDOO	Board Member, AU ABC (Ghana)
11	M. Adolphe LAWSON	Interim Executive Secretary, AU ABC
12	M. Desire Y. ASSOGBAVI	Liaison Office with the AU, Oxfam
13	Mr Job OGONDA	Transparency international
14	Mr. Salvator MATATA	Liaison Officer, COMESA
15	Ms. Brigitte STROBEL	UNODC, Vienna Office
16	Mr. Phil MATSHEZA	UNDP (New York)
17	Mr David OMOZUAFOH	Programme Manager, DIP, UNDP
18	Ms. Sophia KOERNER	Project Manager, GIZ Support Office to the AU
19	Ms NDIKUM Ngwe Adelyne	Consultant, <i>STRATEGIES!</i> Sarl
20	Ms Else Kingue ETAME LENGUE	Consultant, <i>STRATEGIES!</i> Sarl

C. PROPOSED STRUCTURE OF THE SECRETARIAT OF THE ADVISORY BOARD ON CORRUPTION

The Proposed Structure of the Secretariat will be constituted as follows:

(a): One (1) Executive Secretary (P6-5), who will carry out following major duties and responsibilities:

- Represent the Board;
- Provide leadership and coordinate the work of the Secretariat;
- Promote collaboration with different partners;
- Deal with policy, general organizational and managerial issues;
- Advise governments, the African Union and other national and international organizations in preventing and combating corruption;
- Authorize and account for expenditures;
- Evaluate staff performance
- Report to the Advisory Board and the Commissioner for Political Affairs.

(b): One (1) Senior Governance Officer (P3-1) (with a major in Political Science or Sociology or related Social Sciences), who will carry out following major duties and responsibilities:

- Assist in planning, preparing and implementing programme activities relating to the fight against corruption and related offences;
- Organize seminars, workshops and other related activities in the field of anti-corruption with various stakeholders;
- Draft speeches, talking points, reports of activities and specific missions;
- Provide advice on anti-corruption issues, including input into official communications, statements and other documents;
- Liaise with AU Regional Offices and RECs on anti-corruption issues;
- Assist in mainstreaming anti-corruption in the programmes of the African Union;
- Assist in developing appropriate working relations with AU organs and partners of the African Union on issues relating to anti-corruption
- Perform any other relevant tasks assigned by supervisor.

(c): One (1) Senior Governance Officer (P3-1) (with a background in Economics or Business Administration), will perform similar tasks as the above-mentioned Officer (b) but with special focus on multi-national corporations and related issues from an economic perspective;

(d): One (1) Senior Governance Officer (P3-1) (with a Legal background), will perform similar tasks as the above-mentioned Officer (b) but with special focus on harmonization of legal standards and other related issues from a legal perspective;

(e): One (1) Finance and Administration Officer (P2-1), who will carry out following major duties and responsibilities:

- Prepare a draft programme budget in consultation with the Executive Secretary;
- Process timely disbursement, adjustment, receipt vouchers and payroll and ensure that the proper cost centers are charged in accordance with the Financial Regulations and Rules as well as the Staff Regulations and Rules;
- Check and process applications/claims relating to Staff Welfare and benefits;
- Advise staff on policies, procedures, rules and regulations, rights, responsibilities, personnel problems, difficulties associated with work, and entitlements, ensuring that all concerned have the correct understanding of AU staff rules and regulations for compliance;
- Assist in the negotiation of terms and conditions of medical insurance/assistance of staff and insurance of properties of the office with suitable companies;
- Ensure that programmes relating to social security and staff welfare schemes are implemented as approved by the competent authorities as a way of creating a conducive atmosphere for the staff in the office;
- Produce regular periodic status of allotments in order to monitor and control expenditure to avoid over expenditure;
- Safeguard the office's assets. This includes but not limited to proper recording and reporting;
- Prepare monthly financial returns to be send to Headquarters before 15th of the following month;
- Prepare yearly financial report for the consolidated financial report;
- Implement all recommendations by internal and external auditors related to the improvement of administrative and financial management;
- Assist in the overall management of Unit, personnel, budget performance, quality, discipline and training in conformity with relevant rules and procedure in force;
- Perform any other duty as may be assigned.

(f) One (1) Documentalist (P1-1), who will carry out following specific duties and responsibilities:

- Act as Documentalist for the Secretariat of the Board and keep custody of all legal instruments emanating from the various organs of the AU in order to ensure that important records are not lost or misplaced;
- Keep custody of all Co-operation Agreements, contracts, original instruments of ratification and accession, and other legal texts;
- Receive and file in-coming correspondence and follow-up the outgoing correspondence to ensure easy accessibility;
- Ensure that the working documents of the Assembly of the Union, The Executive Council and other policy organs are properly filed and easily accessible in the Secretariat of the Board for consultation by Board members and all organs of the AU;
- Send documents for translation, follow-up on the process, and when received, prepare envelopes and dispatch them to Member States quickly and accurately;

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- Keep custody of originals of treaties and conventions, etc. which may be required by the Executive Council and the Assembly of the Union during their meetings, i.e. for signature;
- Perform any other functions as may be assigned by the Executive Secretary.

(g): One (1) Administrative Assistant (GSA5-1), who will carry out following major duties and responsibilities:

- Analyze and maintain an overview of the work of the Secretariat of the Board to ensure that timely administrative support is provided in general and specialized areas;
- Assist international personnel visitors on general administrative matters, provide advice and ensure administrative support as required;
- Supervise clerical services for the Secretariat
- Prepare and monitor the budget of the Secretariat and supply relevant information to Officers in charge of budget execution;
- Prepare correspondence, special reports, evaluation and justifications as required for general administrative tasks;
- Prepare meetings and follow-up of related decisions for the Secretariat;
- Maintain policy, confidential and management records;
- Make travel arrangements for the Officers and perform liaison duties with partners;
- Prepare and participate in the Secretariat meetings and take minutes and/or notes of such meetings;
- Perform any other duties as may be assigned by Supervisors.

(h): One (1) Bilingual Secretary (GSA4-1), who will carry out following major duties and responsibilities:

- Type and proof read documents, reports, correspondences, messages, queries, etc. as may be required by assigned supervisors;
- Receive and draft responses to routine correspondences for signature of the supervisors;
- Receive guests/visitors/staff and provide them with basic information on relevant issues and procedures;
- Maintain a proper filing and recording system for all incoming and outgoing mail and documents;
- Answer and screen telephone calls/E-mail messages and ensure follow-up with supervisors and partners;
- Keep an up to date diary of appointments for supervisors and other senior staff of the Secretariat;
- Keep equipment in use in good condition and report on defects for maintenance and other necessary action;
- Provide day to day routine administrative services to various work units of the Secretariat;
- Perform reception services
- Perform any other relevant duty/responsibility assigned.

(i): One (1) Driver (GSB7-1), who will carry out following key duties and responsibilities:

- Operate and maintain official motor vehicles;
- Ensure that the vehicles are in clean and serviceable condition;

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- Perform minor vehicle maintenance on a need basis;
- Transport officials of the organization and visiting personnel to and from all diplomatic mission and/or International organization and government offices;
- Ensure that the clients are driven under safe conditions;
- Collect visitors from the airport;
- Deliver official documents as required.

(j): One (1) Messenger (GSB6-1), who will carry out following key duties and responsibilities:

- Maintain a registration system for all mail meant for distribution to the concerned departments and also to the Registry;
- Ensure that all in-coming mail/documents are distributed to the concerned Officers in the Secretariat;
- Ensure that all out-going mail from the Secretariat are dispatched to the Registry for processing;
- Handle all photocopying duties;
- Assist the Filing Clerk of the Secretariat in the filing of documents.