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KENYA NATIONAL ASSEMBLY  
TENTH PARLIAMENT – FOURTH SESSION

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REPORT OF THE FIFTH ORDINARY SESSION OF  
THE SECOND LEGISLATURE OF THE  
PAN-AFRICAN PARLIAMENT

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GALLAGHER ESTATE, MIDRAND, GAUTENG PROVINCE, SOUTH AFRICA

03 – 14 OCTOBER 2011

CLERK'S CHAMBERS  
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## PREAMBLE

The Kenya delegation to the Fifth Ordinary Session of the Second Parliament of the Pan-African Parliament comprised the following:

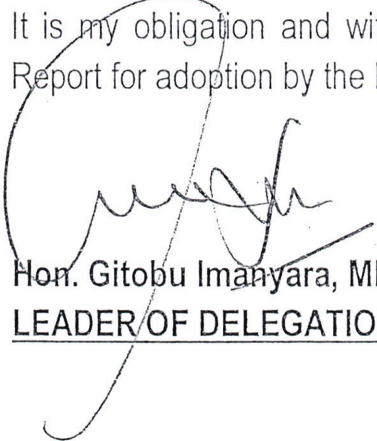
- (i) Hon. Gitobu Imanyara, MP - Leader of Delegation
- (ii) Hon. Abdul Bahari, MP
- (iii) Hon. Gideon Mung'aro, MP
- (iv) Hon. Nkoidila ole Lankas, MP
- (v) Ms. Anne Musandu - Secretary to the Delegation

The delegation actively participated in the deliberations of the Ordinary Session, the sittings of the Permanent Committees and the Regional Caucuses of the Pan African Parliament.

The delegation extends gratitude to the Speaker of the Kenya National Assembly for granting authority for it to attend the session.

The delegation further shows gratitude to the Office of the Clerk of the National Assembly for its role in providing logistical and technical support.

It is my obligation and with pleasure, on behalf of the delegation, to commit this Report for adoption by the House.



**Hon. Gitobu Imanyara, MP**  
**LEADER OF DELEGATION**

## INTRODUCTION

The Pan-African Parliament was established in the Protocol to the Treaty establishing the African Economic Community. Article 2 of the Protocol provides:

*“Member States hereby establish a Pan African Parliament, the composition, functions, power and organization of which shall be governed by the present protocol.”*

The ultimate aim of the Pan-African Parliament shall be to evolve into an institution with full legislative powers, whose members are elected by Universal adult suffrage.

The Pan-African Parliament’s mandate and objectives in accordance with Article 3 of the Protocol is to *inter alia*:

- (a) Facilitate the effective implementation of the policies and objectives of the OAU/AEC and ultimately the African Union;
- (b) Promote the principles of human rights and democracy in Africa;
- (c) Encourage good governance, transparency and accountability in Member States;
- (d) Promote peace, security and stability;
- (e) Facilitate cooperation and development in Africa;
- (f) Strengthen continental solidarity and build a sense of common destiny.

## EXECUTIVE SUMMARY

- (i) The President of the Pan-African Parliament (PAP), Hon. Dr. Idriss Ndele Moussa officially opened the Session.
- (ii) His Excellency Obiang Nguema Mbasogo, Chairperson of the African Union and President of Equatorial Guinea was the invited Guest of Honour. His speech was, however, delivered on his behalf by Hon. Philomena Eboulé of Equatorial Guinea.
- (iii) Dr. Gertrude Mongella, the former President of the Pan-African Parliament gave a message of solidarity and indicated that Africa was at crossroads and that many questions regarding various challenges being faced in the continent needed to be posed.
- (iv) Justice M. Gérard Niyungeko, President of the African Court on Human and People's Rights presented an enlightening report on the mandate, status and future of the Court.
- (v) The House debated reports presented on PAP fact finding missions to Egypt, Libya, Tunisia, Sahrawi and Cote d'Ivoire and other reports of permanent committees.
- (vi) Hon. Gideon Mung'aro, MP (Kenya) was unanimously elected to Chair the Eastern Regional Caucus of the Pan-African Parliament.
- (vii) The House debated and adopted a motion on the Declaration of commitment of the Conference of Speakers and Parliaments for prioritization and implementation of African Union Summit Decisions on Youth Development and Maternal, Newborn and Child Health. The motion was moved by Hon. Editor Erimenzia Matamisa, MP and seconded by Hon. Ali Bahari (Kenya).

- (viii) The House further debated and adopted the motion on the amendment of the Rules of Procedure of the PAP. The motion was proposed by Hon. Lassane Sawadogo and seconded by Saleh Kebzabo.
- (ix) The President of PAP presented the Strategic Plan of the PAP for 2011 to 2013.

## RECORDS OF THE PROCEEDINGS OF THE PLENARY OF THE PAP

### 1.0 OPENING CEREMONY

The President of the PAP, Hon. Dr. Idriss Ndele Mousa officially opened the session.

Hon. Philomena Eboulé of Equatorial Guinea delivered the key note address on behalf of His Excellency Obiang Nguema Mbasogo, Chairperson of the African Union and President of Equatorial Guinea. The address highlighted concerns regarding the outbreak of unrest in various countries on the continent that constituted a threat to peace, stability and development. He called on the various arms of the African Union to collaborate in finding long term solutions to these problems.

The former President of the PAP, Dr. Gertrude Mongella; the Minister of Foreign Affairs and Cooperation of the Republic of Niger, His Excellency, Mohamed Bazoum and the President of African Court on Human and Peoples' Rights, Justice Gérard Niyungeko delivered solidarity messages during the opening session.

Hon. Nkoidila ole Lankas, MP (Kenya) was sworn in as a new Member of the PAP.

### 2.0 PRESENTATION OF THE REPORT ON THE AFRICAN COURT ON HUMAN AND PEOPLES' RIGHTS AND THE POSSIBLE ROLE OF THE PAP IN PROMOTION THE COURT

The President of the Court, the Hon. Justice Gérard Niyungeko presented the following in regard to the support of PAP in the promotion of the Court:



a. **Ratification of the Protocol**

Every Member State of the African Union is a State Party to the Charter. In contrast, since the adoption of the Protocol in 1998, only 26 of the 53 Member States of the African Union had ratified it. As at March 2011, these states are: Algeria, Burkina Faso, Burundi, Cote d'Ivoire, Comoros, Congo, Gabon, the Gambia, Ghana, Kenya, Libya, Lesotho, Mali, Malawi, Mozambique, Mauritania, Mauritius, Nigeria, Niger, Rwanda, South Africa, Senegal, Tanzania, Togo, Tunisia and Uganda.

In its function of providing oversight, advisory and consultative services, PAP is in the unique position of being able to influence the rate of ratification of the Court's Protocol. Through its committees on Justice and Human Rights, and Cooperation, International Relations and Conflict Resolution, PAP appears to have the necessary muscle in this regard and the Court is particularly interested to see parliament assisting the Court to ensure that Members States take seriously the treaties and conventions they have adopted and make concrete advances to implement them.

b. **Deposit of the Declaration allowing individuals and NGOs to access the Court**

Even more seriously than the status of ratification of the Court's Protocol, is the rate of deposit by Member States of the declaration required by Article 34(6) to permit individuals and NGOs to access the court directly. As at March 2011, only 5 of the 26 ratifying countries had made the Declaration allowing NGOs and individuals to directly access the Court. These are Burkina Faso, Ghana, Malawi, Mali and Tanzania. The Court believes that PAP has a role to play to ensure the effectiveness of the Court, particularly since all members represented Parliaments that annually voted for contributions in national budgets to support the Court.

c. **Raising awareness about the Court**

PAP can contribute to raising awareness of the Court among other Members of national parliaments, and among the public at national level in general.

**d. Request for advisory opinions**

In making recommendations relating to matters pertaining to human rights, democracy, good governance and the rule of law as well as those recommendations aimed at contributing to the attainment of the objects of the African Union in accordance with Article 11 of its Protocol, PAP could conceivably utilize the advisory opinion of the Court. Article 4 of the Court's Protocol entitles any organ of the African Union to seek the advisory opinion of the Court. Further, PAP through its membership could encourage Member States to seek the advisory opinion of the Court when considering any legislation that could have an impact on human and people's rights.

**e. Facilitating National Human Rights Enabling Legislation**

The primary responsibility for the protection of human rights lies with national jurisdictions. The Court is only there to provide subsidiary protection, and even then, its decisions must still be effected by and within national jurisdictions. The Court has already recognized the symbiotic relationship between itself and national jurisdictions, even though it is not an appellate Court for them. For that purpose, a relationship through a series of colloquia is already being built to strengthen cooperation and complementarity. PAP, representing as it does, national parliaments, is an integral part of that relationship, as it is only through national legislation which enables human rights protection that continental Africa, through the Court, can establish policies and guidelines that can assist national parliaments in this regard in line with its harmonizing or coordinating the laws of Member States in accordance with Article 11(3) of its Protocol.

**3.0 MOTION ON THE DECLARATION OF COMMITMENT OF THE  
CONFERENCE OF SPEAKERS OF PARLIAMENTS FOR  
PRIORITISATION AND IMPLEMENTATION OF AU SUMMIT DECISIONS  
ON YOUTH DEVELOPMENT AND MATERNAL, NEWBORN AND CHILD  
HEALTH**

The motion, moved by Hon. Editor E. Matamisa, MP, seconded by Hon. Ali Bahari, MP (Kenya), debated and adopted by the House read as follows:



The Pan-African Parliament,

**Cognisant** of the need to fulfill the Pan African Parliament's mandate stated in Article 3.1 of the Protocol to the Treaty establishing the African Economic Community relating to the PAP to "*facilitate the effective implementation of the policies and objectives of the African Union*";

**Also Cognisant** of the provisions of Article 18 of the Protocol to "*work in close cooperation with Parliaments of the Regional Economic Communities, and the National Parliaments or other deliberative organs of Member States*" ...including *convening consultative fora to discuss matters of common interest*;

**Acknowledging** the commitment of stakeholders such as the United Nations Population Fund (UNFPA) and the African Public Health Parliamentary Network, working with partners to provide technical and other support to the PAP, Regional Economic Communities and national parliaments in fulfillment of their mandates;

**This House resolves to recommend:**

1. That, the Speakers of Parliament prioritise parliamentary policy and budget support for implementation of African Union Summit Decisions, in particular the **Malabo July 2011 AU Summit Decisions on the theme "Accelerating Youth Empowerment for Sustainable Development"**; and the **Kampala July 2010 AU Summit Declaration on the Summit theme of "Actions on Maternal Newborn and Child Health Development in Africa"** – both being crucial to overall African human and social development, and development of future generations.
2. That, the implementation of the two landmark AU Summit outcomes promoting development in Africa and reflecting the commitments of African governments and regional institutions to Women, Children and Youth be given policy and budget priority by Speakers of Regional Economic Community and national parliaments in fulfillment of key African developmental policies and frameworks;

3. That, the African Parliamentary Policy and Budget Action Plan for Implementation of the July 2010 AU Summit Decisions on **“Actions on Maternal, Newborn and Child Health Development in Africa”**, and same **Summit Decision on “African Partnership for Eradication of Mother to child Transmission of HIV and AIDS”** as adopted by PAP on October 14 2010, be supported for priority action by Speakers of Regional Economic Communities and national parliaments towards ending the tragic annual deaths of an estimated 4.2million African women and children.
4. That, in fulfillment of 1 and 2 above, the Regional Economic Communities and national parliamentary committees on Health, Finance/Budget working with relevant Committees responsible for issues of Women, Youth and Children hold in 2102 urgent special joint sittings and hearings, supported by relevant stakeholders; and submit to Speakers of Regional Economic Communities and national parliaments, plenary reports on the state of women and children’s health, and youth development including Regional Economic Communities and country specific inter-sectoral recommendations necessary to accelerate policy and budget actions.
5. That, the five Members representing each member state in PAP work with the relevant Regional Economic Communities and national parliamentary Speakers, Committees and stakeholders to implement 1 to 3 above, and report to the PAP progress on these actions, for inclusion in PAP reports on its activities to the Assembly of the AU in fulfillment of its mandate.
6. That, the PAP motion to African Speakers of Parliament is a milestone achievement emphasizing the important role of parliaments in national and regional social development including being the first collective social developmental action recommended in 48 years of the OAU/AU to African Speakers of Parliament, and heralding the role of PAP working with Regional Economic Communities and national parliaments and stakeholders to go beyond a mere advisory role in key development issues.

#### **4.0 MOTION ON THE AMENDMENT OF THE RULES OF PROCEDURE OF TH PAP**

The motion, moved by Hon. Lassane Sawadogo, MP, seconded by Hon. Saleh Kebzabo, debated and adopted by the House read as follows:



**Considering** Decision Doc. Ex. CL/459 of the African Union Assembly of Heads of State and Government of January 2009;

**Considering** that this Decision requested the PAP to amend its Rules of Procedure to align them with the legal instruments of the African Union;

**Cognisant** that the Assembly is the supreme organ of the African Union and that the other organs, including the PAP, therefore have a duty to implement its Decisions in accordance with the texts in force;

**Considering** that since this Decision was adopted, the PAP has not been able to change its Rules of Procedure owing to the restrictive provisions of Rule 92 of the said Rules,

**Mindful** of the exceptional circumstances;

**Mindful** of the considerations of *force majeure*;

**Mindful** of the risks the Institution faces of falling into illegality, dysfunction and paralysis;

**Mindful** of the considerations of urgency;

**Referring** to the cumulative provisions of Article 12 paragraph 11 and 12 of the Protocol and Rules 4 (f and i); 5 (b, d and f); 55; 56 (b, c and d); 59 (3); 76 and 91-2 of the Rules of Procedure;

This House resolves:

1. To suspend the provisions of Sub-Rule of Rule 92;
2. To adopt, by consensus, the amendments of the Rules of Procedure as proposed by the plenary in its session of 10 October 2011

## 5.0 PRESENTATION OF THE STRAGIC PLAN OF PAP

The President of the PAP presented to the plenary, the Strategic Plan (2011 – 2013) and its Implementation Plan as follows:

The transformation of the PAP into a full legislative body is an immediate priority for the leadership of the PAP. The Strategic Plan and its implementation plan mainly demonstrates the PAP's readiness in terms of our internal organization and coordination mechanisms to work towards fast-tracking the transformation of the PAP into a full legislative body. The President of PAP has committed to lead the process of consultation and mobilization of support towards achieving this transformation goal.

The Strategic Planning process draws its orientation from the four pillars of the African Union, namely Peace and Security, Shared Values, Institution and Capacity Building, Development, Cooperation and Integration.

These four pillars have been translated into programmes for the PAP. The programmes are to be implemented by various organs of the PAP. The implementation commitments are specified in the detailed work plans under each programme area. The specific activities, expected results as well as performance indicators have been sketched out to assist the PAP in evaluating the extent to which we achieve these commitments.

Activity-based budget estimates for the implementation of the Strategic Plan would be developed upon the adoption of the Plan. Budget estimates would be based on the work load which would be undertaken by each implementing organ of the PAP. This would enable assessment of performance and accountability.

The requirement for greater effectiveness in the implementation of programmes in public organizations has become imperative. The Strategic Plan and the contents of the implementation work plans are based on a Results-Based Management (RBM) Model which has been adopted by the African Union.

On 8<sup>th</sup> October 2011, the Strategic Plan as well as its implementation plan was presented for comment at the Joint Planning Meeting of the Bureau, the Bureau of Committees and the Secretariat at a retreat in Pretoria. The outcome of the process resulted in the validation and adoption of the Strategic Plan as well as its implementation plan.

*The Strategic Plan of the PAP (2011-2013) and the Implementation Plan are appended to this report.*

## 6.0 RESOLUTIONS AND RECOMMENDATIONS OF THE PERMANENT COMMITTEES OF PAN-AFRICAN PARLIAMENT

### *Resolutions and Recommendations of the Permanent Committee on Cooperation, International Relations and Conflict Resolution*

#### (a) Recommendations on the situation in Cote d'Ivoire

1. The Government of the Republic of the Cote d'Ivoire should appoint at the various levels of the hierarchy the security agencies within the context of geographic and ethnic balance to ensure that all sectors of the country are represented in the command structure of the said security agencies;
2. The appointments to the reconciliation commission should be after consultations with other stakeholders (i.e. political parties and civil society organizations);
3. The reconciliation process should be transparent and inspire confidence among stakeholders and be expedited as time is of the essence;
4. The reconciliation process notwithstanding, crimes against humanity, if committed, should be addressed including prosecution of offenders and the investigations must cover both sides;
5. The schedule of parliamentary elections by December 2011 should be maintained subject to the creation, by the government, of a conducive environment for free and fair elections;
6. Cote d'Ivoire should take its right place in international organizations such as PAP and ECOWAS;
7. The democracy should be consolidated by taking into consideration the following measures:



- (i) An effective national civic education institution, enhancement of participation of women in governance and a constitutional watchdog to enforce fundamental human rights in the country.;
  - (ii) Necessity to establish an independent electoral commission devoid of partisan connection as expressed by stakeholders;
  - (iii) Necessity of a national civic education institution to re-orient the mindset of Ivorians away from that discriminatory and divisive practice (i.e. Ivorite) which sowed the seeds of the disputes;
  - (iv) Necessity to put in place a constitutional commission to enforce human rights at all times would redress human rights abuses and avert violent eruptions;
8. The Republic of Cote d'Ivoire should ratify the African Charter on Democracy, Elections and Governance and Implement the same accordingly;
  9. Cote d'Ivoire should pursue a sustainable development programme within the context of the United Nations Millennium Development Goals as a first step towards recapturing its exemplary economic status;
  10. The international community should support Cote d'Ivoire to restore its devastated economy to its former status as an economic model of Africa;
  11. The African Union should assist by making good the above mentioned recommendations.

**(b) Recommendations on the decolonization of the Saharawi Arab Democratic Republic**

1. The African Union through its Peace and Security Council should urge its member States to impose sanctions or other appropriate leverage to force the Moroccan regime to abide by the UN mandates that it has up until now disregarded.

2. The African Union should speak out in condemnation of the on-going human rights violations and abuses on the people of Saharawi by Moroccan authorities in the occupied territories including cleaning up of landmines;
3. The International Community should urgently address the humanitarian condition of displaced and refugees through action that will end their sufferings.

**(c) Recommendations on the situation in Libya**

1. An immediate cessation of war in conformity with the AU roadmap;
2. An urgent need for national reconciliation through an mechanism which incorporates the interest of all Libyans in order to reinforce national unity;
3. That Libyans should decide their future democratically;
4. That the African Union should work with relevant organizations to ensure that rules and regulations relating to protection of migrant workers are adhered to.

**(d) Recommendations on the situation in Tunisia**

1. The African Union should assist Tunisia in its transition to democratic rule;
2. The African Union should ensure that the road map to election is adhered to, in order to form a constitutional government;
3. The International Community should support Tunisia economically in order to alleviate unemployment and poverty to avoid a counter-revolution;
4. The Tunisian media should play a prominent role in the democratization of the country by being objective, factual and unimpeachable.

(e) Resolutions on the decolonization of the Saharawi Arab Democratic Republic

1. To strengthen advocacy on the plight of the people of Western Sahara by ensuring that the issue takes prominence on the agenda of all African Union Summits;
2. To remain committed to the issue of Western Sahara until the long and much awaited referendum is organised in an environment which is fair, free and transparent by the UN.

(f) Resolutions on the situation in Libya

1. To send a goodwill and solidarity mission to Libya with a view to meet with the interim leadership on the evolution of the situation in Libya and inform the plenary consequently.
2. To be involved in the national reconstruction mechanisms to reinforce national unity and preserve the integrity of Libyan citizens.

(g) Resolutions on the situation in Tunisia

1. To assist Tunisia in its endeavour to achieve democratic governance and the respect of Human Rights for its citizens.
2. To send a pre and post election mission for the 23 October 2011 election.

*Resolutions and Recommendations of the Permanent Committee on Rural Economy, Agriculture, Natural Resources and Environment*

(a) Recommendation on Climate Change

1. **Calls** for a continental campaign in partnership with regional parliaments and civil society for the second commitment period of the Kyoto Protocol and the



sensitization of African populations on the impact and challenges of climate change;

2. **Calls** for an observer role for the PAP at the African group of negotiators under the United Nations Framework Convention on Climate Change, the African Ministerial Conference on the Environment and the Conference of African Heads of State and Governments on Climate Change;
3. **Calls** for an audit review of policies, programs of laws regarding environmental issues and gender perspectives in relation to climate change in Africa;
4. **Urges** for environmentally-friendly legislations taking cognizance of specific conditions on the ground in each country;
5. **Invites** parliamentarians and civil society to spearhead the African Common Position. Further urge them to present African success stories on climate change adaptation within the African Pavilions so as to enhance the role of parliamentarians on climate change issues;
6. **Enhances** women's autonomy an access to available funding on adaptation and mitigation;
7. **Continually** update parliamentarians on the negotiations and positions on COP in order to promote the African Position;
8. **Support** the establishment of an African parliamentary interest group on climate change;
9. **Appeals** for a review of climate change financing instruments to ensure Africa improves her direct access to these funds and encourage African countries to access all these available funds.;



10. **Requests** parliamentarians to be empowered with up-to-date and relevant information in order to ensure that they continue to play a meaningful role in improvement of livelihoods;

11. **Calls** for the cooperation and alignment of African institutions responsible for climate change for the benefit of Africa;

(b) **Recommendations on Making Investment Work for Africa: A parliamentarian response to “land grabs”.**

1. **Play** its watchdog role in ensuring social inclusion and transparency in investment projects: pressure the government to provide access to information, respond and suggest alternative language in contracts and insert provisions to protect constituencies;

2. **Design** an appropriate judicial system to protect the interest of local communities; introduce legislation to make it mandatory to have free, prior and informed consent of communities before investment contracts are signed; establish review committees for business practices and activities; and monitor compliance of business promises and the impact of investment projects;

3. **Prioritise** building the capacity of local communities to be aware of what is happening and be able to negotiate with investors; work across party lines on areas of common concern;

4. **Translate** policy into tangible actions at the national and local levels: develop guidelines on good land governance to support the AU Land Policy Guidelines initiative;

5. **Monitor** implementation of the AU Land Policy Guidelines and the Maputo Declaration 10 per cent target; use parliamentarians’ control over budget allocations to lobby for larger budgetary provision to the agriculture sector;

6. **Mitigate**, impede and expose corruption.

*Resolutions and Recommendations of the Permanent Committee on Education, Culture, Tourism and Human Resources*

(a) **Recommendations on the Education Systems of Countries in Conflict or Post Conflict Situation**

1. **Implement** a synergy of action between all the players (UNESCO/BREDA, ADEA, Education Division of the African Union Commission) in order to positively influence those countries in conflict or post conflict situation on matters relating to education policies;
2. **Encourage** the establishment of parliamentary resources to make education a force for peace;
3. **Ensure** the training of teachers for the purpose of adapting to the psychological needs of children traumatized by conflict-related violence;
4. **Pay** better attention to the vulnerable, particularly the handicapped, who need an infrastructure adapted to their needs;
5. **Lean** more significantly in favour of including the teaching of African languages in the school curriculum;
6. **Urge** African countries to allocate more resources in order to ensure education for all by 2015 (bearing in mind that attaining this objective could weight positively on other indicators of the Millennium Development Goals);
7. **Encourage** National Parliaments to exert better control of resources allocated to the education sector;
8. **Ensure** the monitoring of the symposium with the support of the Open Society Initiative for Southern Africa (OSISA);

9. **Strengthen** the partnership between, on the one hand, the Education Committee of PAP, and on the other evolving partners in the field of education such as UNESCO, ADEA, the Education Division of the African Union Commission and the African Union, by increasing the meetings;
10. **Take** into account the realization of the fundamental objective of the African Union which is the political-economic integration of the continent by the progressive harmonization of educational systems, through the Regional Economic Community.

*Resolutions and Recommendations of the Permanent Committee on Justice and Human Rights*

1. **Ratify** the 1998 Protocol related to the African Court of Justice and Human Rights and at the same time to make the relevant declaration as required by Article 34 (6) of the Protocol for the development of culture of respect for the human and people's rights on the African continent in respect to access to justice by individuals and NGOs;
  2. **Materialise** their political will for an independent continental court by signing the Protocol creating the African Court of Justice and Human Rights as a result of the merger of the current African Court of Human and Peoples' Rights in Arusha and the African Court of Justice of the African Union based in Addis Ababa which will have also jurisdiction on criminal cases.
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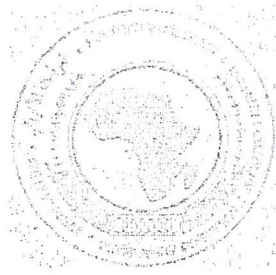


# APPENDICES





PAN-AFRICAN PARLIAMENT



PARLEMENT PANAFRICAIN

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PARLAMENTO PAN-AFRICANO

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Gallagher Convention Centre, Private Bag X16, Midrand 1685, Johannesburg, Republic of South Africa  
Tel: (+27) 11 545 5000 - Fax: (+27) 11 545 5136 - Web site: [www.pan-african-parliament.org](http://www.pan-african-parliament.org)

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## Foreword by the President

The Pan-African Parliament (PAP) was inaugurated on March 18, 2004 in Addis Ababa, Ethiopia. . Seven years after that date, the PAP is steadily making progress towards becoming a fully legislative body. Currently the PAP's mandate is advisory and consultative. It is in the context of this strategic plan that the PAP aspires for full legislative powers.

Over the past Seven years the PAP has made significant achievements with regard to its political and institutional objectives. The PAP has managed to establish partnerships with **various partners and stakeholders**. A good working relationship exists with the African Union Organs, Regional Parliamentary Assemblies and Arab Transition Parliament, Latin American Parliament, Commonwealth Parliamentary Association of Independent States, Inter Parliamentary Assembly on Orthodoxy, European Parliament, the Committee on the establishment of the United Nations Parliamentary Assembly and Civil Societies Organizations. The Pan African Parliament is also working with the Asean Region through the Tokyo International Conference on African Development (TICAD) Programmes.

In ensuring the entrenchment of human rights and democracy in Africa, the PAP is at the forefront of mobilising countries in Africa to ratify the African Charter on Democracy, Elections and Governance. The PAP kick-started its mobilisation campaign by launching a high level *11Before2011* Campaign in Kampala, Uganda, on the 16<sup>th</sup> and 17<sup>th</sup> July 2010. The rationale behind the campaign was to ensure that at least, 15 Member States ratify the Charter before the end of 2011, in order for the Charter to come into force.

Furthermore, in supporting the objective of promoting good governance, transparency and accountability, the PAP has to-date undertaken a number of independent election observer missions. In pursuing the goal of peace and security, the PAP has undertaken fact finding missions in conflict areas in Africa. The reports from these missions were ultimately presented and debated in Plenary. The recommendations of the Plenary were submitted to the relevant AU Organs.

To date, the PAP has organized a number of Women's Conferences, where issues of particular importance to African women have been discussed. These included issues of poverty, female genital mutilation (FGM) and others. The PAP also organized two conferences that brought together Speakers of African parliaments. These debated the issues of the transformation of the PAP into a legislative organ, the ratification of the African Charter on Democracy, Elections and Governance, cooperation among African parliaments and others. Both conferences are now an annual feature in the calendar of the PAP. The PAP also organized dialogue meetings with the civil society organizations with the aim of maximizing the participation of the African citizenry in the affairs and the decision making processes of the PAP.

The PAP also organized dialogue meetings with the Regional Economic Communities (RECs) and their Parliamentary Fora with the aim of working towards the harmonization of laws in these RECs. Four such meetings were held to date for the Eastern, Southern, Central and Western African Regions of



Africa. These RECs are seen as the building blocks for the creation of a future unified Africa. To this end, the PAP was requested in 2007 by the then Chairperson of the African Union, President John Kufuor of Ghana to make a contribution to the Grand Debate on the Union Government of Africa. This was presented to the AU Summit in Accra in the same year.

In 2006, the PAP adopted its first Strategic Plan, which covered the period 2006 – 2010. In that Plan, the vision and mission of the PAP were defined, together with the strategic objectives of the Parliament. Now, the PAP feels that a new Strategic Plan needs to be adopted in preparation towards becoming a fully fledged legislative body. It is in this context that we present this strategic plan 2011-2013 for your consideration.

This new Plan takes into account Decisions by the Executive Council and the Assembly of the Heads of State and Government of the AU, which called on all AU Organs to “work in synergy”, when planning strategically, in order to achieve continental integration. To this end, the “African Union Commission’s Strategic Plan 2009 – 2012” is used as a guiding document.

The Four Strategic Pillars of the AUC Plan, namely: Peace and Security; Development, Integration and Cooperation; Shared Values; and Institution and Capacity Building as well as the Results-Based Management (RBM) model have all served as core guiding benchmarks in formulating this Strategic plan as well as the strategic work plans. It is within these Pillars and the RBM model that we find our own Strategic Priorities, as defined by the Bureau of the PAP. These priorities are:

1. Ensuring the realization of the vision, objectives and purposes of the Protocol to the Treaty establishing the African Economic Community relating to the Pan African Parliament (here in after referred to as the Protocol) , and that the Protocol meets with the evolving needs of the African continent by reviewing the Protocol in line with Article 25;
2. Ensuring that the PAP achieves its objectives by strengthening and empowering the institution politically and administratively;
3. Improving the quality of representation by increasing involvement and participation of the peoples of Africa in the affairs and decision making processes of the African Union Organs.

Finally, a word of gratitude to the Parliament of the Republic of South Africa, who assigned a highly qualified and experienced team to carry out the initial tasks. Great thanks also go to the management team of the PAP who have worked tirelessly with the Strategic Planning Expert to produce this valuable document.

**Hon. Moussa Idriss Ndélé, MP**  
**President of the Pan-African Parliament**

## EXECUTIVE SUMMARY

**The Pan-African Parliament** was established in March 2004, by Article 17 of The Constitutive Act of the African Union with the vision to provide a common platform for African peoples and their grass-roots organizations to be more involved in discussions and decision-making on the problems and challenges facing the continent.<sup>1</sup>

The Pan-African Parliamentarians represent all the peoples of Africa with an advisory and consultative role to ultimately evolve into an institution with full legislative powers, whose members are elected by universal adult suffrage.

The Pan African Parliament developed and implemented a Strategic Plan covering the period 2006-2010 that provided a shared vision, mission and strategic objectives. At the lapse of this Plan and the lessons learnt from its implementation, it became imperative to come out with a new Plan predicated on the previous one.

The new Plan is guided by the AU/Decision 247(XIII) that adopted the AUC Strategic Plan 2009 – 2012 that set out the four Strategic Pillars for the Commission<sup>2</sup>. The Strategic Plan draws parallels with these pillars; and seeks to realise the three Strategic Priorities set forth for the PAP by the Bureau:

1. Ensuring the realization of the vision, objectives and purposes of the PAP Protocol, and that the Protocol meets with the evolving needs of the African continent by reviewing the Protocol in line with Article 25;
2. Ensuring that the PAP achieves its objectives by strengthening and empowering the institution politically and administratively;
3. Improving the quality of representation by increasing involvement and participation of the peoples of Africa in the affairs and decision making processes of the African Union Organs.

This Strategic Plan provides for, in part, a divided in five Sections. The first part provides an overview of vision, mission, values, and an assessment of the external and internal environment and SWOT analysis. Secondly, it identifies and defines the strategic objectives taking into consideration its mandate as encapsulated in the Protocol establishing the PAP; the AUC four pillars and the three PAP Strategic Priorities for the period. These strategic objectives are categorised into Political and Institutional/Administrative. These are:

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<sup>1</sup> Article 17 of the Constitutive Act of the AU adopted by the 36<sup>th</sup> Ordinary Session of the Conference of Head of State and Government in Lomé, Togo, 11 July 2000.

<sup>2</sup> AU/Dec.247 (XIII).



## Political Strategic Objectives

- Promoting, protecting and defending the principles of human rights, gender parity, Democracy, peace and security;
- Enhancing oversight capacity of PAP;
- Promoting the harmonization of continental, regional and national laws to foster Continental integration;
- Encouraging and supporting inter-institutional and other deliberative organs; and
- Transforming from advisory and consultative body to a full legislative organ.<sup>3</sup>

## Institutional/Administrative Strategic Objectives

- Developing and implementing a resource mobilization plan
- Sharing and transferring of knowledge, skills and expertise from other parliamentary institutions;
- Identifying and mobilizing potential supporters on the African Continent and beyond.
- Encouraging National Parliaments to create a dedicated budget line for PAP activities.<sup>4</sup>

The implementation matrix for this Strategic Work Plan which includes specific activities, expected results as well as performance indicators is provided in part four. The highlight of the implementation matrix is a section in the work plan which seeks to fast-track the transformation process of the PAP into a full legislative body. The Strategic planning process is based on a Results-Based Management (RBM) Model as espoused by the African Union.

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<sup>3</sup> PAP 2006 – 2010 Strategic Plan, p8

<sup>4</sup> PAP 2006 – 2010 Strategic Plan, p9

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## LIST OF ABBREVIATIONS

- ACP:** African, Caribbean and Pacific
- ACHPR:** African Commission on Human and People's Rights
- AEC:** African Economic Community
- APRM:** African Peer Review Mechanism
- AU:** African Union
- AUC:** African Union Commission
- CADSP:** Common African Defence and Security Policy
- CAADP:** Comprehensive Africa Agriculture development Programme
- CEMAC:** Central Africa Economic and Monetary Community
- CENSAD:** Community of Sahel- Saharan States
- CIDO:** Civil Society and Diaspora
- CPA:** Commonwealth Parliamentary Association
- EAC:** East African Community
- EALA:** East African Legislative Assembly
- EC:** European Community
- ECCAS:** Economic Community of Central African States
- ECOSOCC:** Economic social and Cultural Council
- ECOWAS:** P Economic Community of West African States Parliament
- EU:** European Union
- EP:** European Parliament
- ICTs:** Information and Communication Technologies
- IPU:** Inter Parliamentary Union
- IT:** Information Technology
- MDGs:** Millennium Development Goals
- MP:** Member of Parliament
- NEPAD:** New Partnership for Africa's Development
- UMA:** Union of the Arab Maghreb.
- NGO:** Non-Governmental Organizations
- OAU:** Organization of African Unity
- PAP:** Pan African Parliament
- PGA:** Parliamentarians for Global Action
- PRC:** Permanent Representatives Committee.

**RECs:** Regional Economic Communities

**SADC:** PF Southern African Development Community Parliamentary Forum

**SWOT:** Strengths, Weaknesses, Opportunities, Threats

**TICAD:** Tokyo International Conference on African Development

**UN:** United Nations

**UN/DESA:** United Nations Department of Economic and Social Affairs



## PART 1: INTRODUCTION: OVERVIEW, VISION, OBJECTIVES, POWERS AND STRUCTURE

### I. Introduction

The composition, powers, functions and organization of the Pan African Parliament are defined in the "Protocol to the Treaty establishing the African Economic Community relating to the Pan-African Parliament" of March 2001 (herein after referred to as the Protocol). Article 3 of the PAP Protocol outlines the objectives of the Pan African Parliament as follows:

1. *Facilitate the effective implementation of the policies and objectives of the OAU/communities and thereafter of the African Union.*
2. *Promote the principles of Human Rights and democracy in Africa;*
3. *Encourage good governance, transparency and accountability in Member States;*
4. *Familiarize the peoples of Africa with the objectives and policies aimed at integrating the African Continent within the framework of the establishment of the African Union;*
5. *Promote peace, security and stability;*
6. *Contribute to a more prosperous future for the peoples of Africa by promoting collective self-reliance and economic recovery;*
7. *Facilitate cooperation and development in Africa;*
8. *Strengthen Continental solidarity and build a sense of common destiny among the peoples of Africa;*
9. *Facilitate the cooperation among Regional Economic Communities and their Parliamentary fora.*

Cognizant of these basic documents, the Strategic Plan seeks to describe the strategic intent and objectives of the Strategic Plan for the Pan African Parliament for the period 2011 to 2013 in alignment with the four institutional pillars of the African Union. This Plan will be reviewed when the AUC reviews its Strategic Plan in 2012 and will be realigned with the AU strategic Plan accordingly.

#### 1.1 The Overall Strategic Planning Considerations

The following three strategic priorities reflect the strategic direction for the period 2009 to 2013.

- i. Ensure realization of the objectives, purposes and vision of the Protocol, and that the Protocol meets with the evolving needs of the African Continent by reviewing the Protocol in line with Article 25
- ii. Ensure that the Pan African Parliament achieves its objectives by strengthening and empowering the institution politically and administratively.



- iii. Improve the quality of representation by increasing involvement and participation of the peoples of Africa in the affairs and decision making processes of the African Union Organs.

## 1 The Strategic Planning Process

The process used in preparing various drafts of this Strategic Plan involved a series of consultations and meetings with the PAP Bureau which culminated into policy imperatives which provided an assessment and analysis of the current situation and an expression of the strategic intent. The draft policy imperatives were discussed at a joint planning session of the Bureau, the Bureaus of Committees and the Secretariat. The draft Strategic Plan was reviewed in depth by the managers of the PAP and submitted to the Bureau for validation. A workshop was held to discuss the Strategic Plan by all Staff of the PAP.

The strategic plan will be implemented and monitored by an Annual performance Plan which will set out performance indicators and targets.

### 1.3 Vision

#### Vision

The PAP vision is:

*«A continental institution harnessing “One Africa, One Voice”»<sup>5</sup>*

The PAP vision has a long-term horizon and envisions a Pan African Parliamentary Institution that will provide unity and common destiny among the peoples of Africa.

### 1.4 Mission

To provide a common platform for African peoples to present their opinions, concerns and aspirations, and thus effectively holding the governing institutions of the AU accountable. In this way, the PAP is the voice of the people of Africa.

### 1.5 Core Values

The core values of the Pan African Parliament are:

- **Fundamental Human Rights:** PAP subscribes to social justice, fundamental human rights, gender equality and the democratic values of human dignity, equality and freedom as a cornerstone of democracy in Africa.
- **People-centeredness:** PAP respects all the people of Africa; honour their integrity; and it is committed to representing and serving them.

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<sup>5</sup> PAP 2006 – 2010 Strategic Plan,

- **Subsidiarity and Cooperation:** PAP co-operates with other organs of the African Union, National and Regional Parliaments and Governments as well as stands for the subsidiarity principle.
- **Professionalism and good institutional governance:** PAP is accountable and transparent, and it is customer-focused and strives for the highest of service quality.<sup>6</sup>



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<sup>6</sup> The Constitutive Act and the Protocol establishing the PAP.

## **PART 2: INSTITUTIONAL STRUCTURE OF THE PAN AFRICAN PARLIAMENT WITHIN THE AFRICAN UNION ARCHITECTURE**

### **2.0 Introduction**

The Pan African Parliament is one of the ten (10) Organs provided for in Article 5 of The Constitutive Act of the African Union and under Article 2 of the Protocol to the Treaty Establishing the African Economic Community (AEC) relating to the Pan African Parliament. It enjoys all rights and privileges enjoyed by other AU institutions.<sup>7</sup>

### **2.1 PAP Mandate**

The preamble to Section 11 of the Protocol clearly states that during the first term of its existence PAP shall exercise advisory and consultative powers. PAP's strategic plan for the period 2006 – 2010 and the revised one took full account of the context and parameters set by the constitutive documents. Both the constitutive act and the protocols highlight the mandate of the PAP which is one of:

- Representation and
- Consultation and having an advisory role

In terms of representation, the protocol expressly states that the PAP “shall represent all the people of Africa”. It is understood that the representative, consultative and advisory roles were meant to enhance governance of the continent.

### **2.2 PAP Structure**

The structure of the Pan African Parliament consists of the **Plenary**, the **Bureau**, **Regional Caucuses**, the **Women Caucus**, the **Permanent Committees** and the **Secretariat**.

#### **2.2.1 PAP Plenary**

Membership to the PAP is open to National Parliaments whose countries are Members of the African Union.

Each Member State is represented in the Pan African Parliament by five (5) national parliamentarians, at least one of whom must be a woman. The representation of each Member State must reflect the diversity of political opinions in each National Parliament or some other deliberative organs. Its ultimate aim is to evolve into an institution with full legislative powers, whose Members are elected by universal adult suffrage.

#### **2.2.2 Bureau**

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<sup>7</sup> Article 5 of the protocol on amendments to the Constitutive Act of the AU. (The Assembly of the Union, the Executive Council, the PAP, the Court of Justice, the Commission, the PRC, the Specialized Technical Committees, ECOSOC, Peace and Security Council.



According to Article 12(5) of the Protocol to the Treaty establishing the African Economic Community (AEC) relating to the Pan African Parliament, the President and the Vice-Presidents shall be the Officers of the Pan-African Parliament. The officers, under the control and direction of the President and subject to such directives as may be issued by the Pan-African Parliament, shall be responsible for the management and administration of the affairs and facilities of the Pan-African Parliament and its organs.

The Bureau of PAP is ultimately responsible for the organization and operation of the Parliament as an institution. It is composed of the President and Four Vice-Presidents representing the five African regions respectively. The functions of the Bureau are contained in the Rules of Procedure 17, 18 and 19.

### **2.2.3 Parliamentary Caucuses:**

The Pan African Parliament has five Regional Caucuses in terms of Rules of Procedure 83 which requires that each Region shall form a regional caucus consisting of all the Members from the Region. In terms of Rule 85 a Women Caucus was established to create a platform for women to articulate issues pertaining to women in Africa.

### **2.2.4 Pan African Parliament Permanent Committees**

In accordance with the provisions of Rule 22 of the Rules of Procedure, PAP has established ten Permanent Committees namely:

- 1) Committee on Rural Economy, Agriculture, Natural Resources and Environment
- 2) Committee on Monetary and Financial Affairs
- 3) Committee on Trade, Customs and Immigration Matters
- 4) Committee on Co-operation, International Relations and Conflict Resolutions
- 5) Committee on Transport, Industry, Communication, Energy, Science and Technology
- 6) Committee on Health, Labour and Social Affairs
- 7) Committee on Education, Culture, Tourism and Human Resources
- 8) Committee on Gender, Family, Youth and People with Disability
- 9) Committee on Justice and Human Rights
10. Committee on Rules, Privileges and Discipline

### **2.2.4 The Secretariat of the Pan African Parliament**

In the performance of its functions, the Pan-African Parliament is assisted by the Secretariat. In accordance with Article 12 (6) of the Protocol and Rule 20(3) of the Rules of protocol, the Secretariat is composed of: the Clerk, Two Deputy Clerks and other staff and functionaries deemed necessary for the proper discharge of the functions of Parliament.



## 2.3 Functions and Powers of the PAP

The **Functions and Powers** of the Pan-African Parliament as derived from Article 11 of the Protocol, and are stated in Rule 4 and 5 of the Rules of Procedure adopted by the PAP on 21 September 2004.

Article 17 of the constitutive act of the African Union provides for the establishment of the Pan African Parliament as follows:

*“In order to ensure the full participation of the African Peoples in the development and economic integration of the continent, a Pan African Parliament shall be established. The composition, powers, functions and organisations of the Pan African Parliament shall be defined in a protocol relating thereto”*

As an AU organ, the Pan African Parliament is obliged to comply with the all the African Union policies and regulations.

## 2.4 Organizational Structure of the Secretariat

- a) The current organisational structure of PAP was approved by the bureau in January 2005 and is encapsulated in the Blue/ Pink Book normally called the “organizational administrative structure and human resource requirements for the Pan African Parliament”
- b) The organisational structure was determined in accordance with Rule 17 of the rules o procedures. Rule 17 empowers the bureau to “determine the establishment, plan and structure of the secretariat and lay down regulations for the staff, including their terms and conditions of service”. The full structure and details are provided for in the blue book
- c) This structure was modified after the bureau set up a task force to review the structure in 2007. The recommendation of the task force was validated by the bureau and modifications to the structure were done.
- d) Although the new 2007/2008 structure was neither validated by the Executive council nor the Assembly of the AU, the 2008 budget reflected the changes. The 2008 budget was however approved by the different policy organs and by default it can be considered that the organization structure was approved by the Assembly,
- e) The Assembly Decision in 2009 required PAP “to submit the organisational structure of PAP to the policy organs of the AU.
- f) The organisational structure is now being considered by the AU.

## 2.5 Assessment of the Internal and External Environments

The assessment of the internal and external environments was done through SWOT analysis with the various committees of the PAP.

STRENGTHS	WEAKNESSES
Its advisory and consultative powers give it enough leverage to influence AU policies on behalf of the people in Africa	Inability to establish areas of jurisdiction between the AU Organs and PAP
Existence of functional administrative structures	Inability to define functional relationships with regional Parliamentary Assemblies
Goodwill from the AU and national Parliaments	
Ability to achieve ratification and harmonisation of continental Decisions	Limited Budgetary support from the AU affecting the implementation of oversight activities
Can work with, and conduct continental and regional business directly with the African Regional and national Parliaments	Inadequate Policy Research Infrastructure and knowledge management
Is better positioned to influence continental/regional action on issues related to legislation,	Limited administrative systems
	Limited skills base in some key functions of the Parliament
Is better positioned to accelerate the adoption of AU Protocols, Treaties and Policies.	
Has the mandate to undertake oversight of other AU organs and thus achieve accountability	Heavy dependence on development partners
	Absence of an accepted organisational structure by the AU
Has the mandate to access and represent the peoples of Africa and thus ensure dissemination of AU Decisions	lack of adequate operational strategies and manuals
Has the capacity to bring about and sustain democratic values through electoral systems and legal infrastructure;	
Has the capacity to observe elections in African countries.	shortage of staff
Is central in promoting gender parity; and is better able to promote tolerance for political diversity given that it is composed of elected or designated	



members from National Parliaments with diverse political affiliations.	
Can work with, and conduct continental and regional business directly with the African national Parliaments;	
	Improper definition of administrative roles and responsibilities in the current organizational structure
	Limited visibility of PAP activities at national level
Has the capacity to promote peace, security and stability in Africa	
	Limited focal points at the national and regional level
	Limited research and policy analysis capabilities
	Limited budget oversight capabilities
	Limited oversight on continental policies
	Limited planning, monitoring and evaluation capability in the Secretariat
	Limited capacity within Committees
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Existence of legal framework	Global Financial Crisis and Decline in ODA and FDI resources in real terms;
Review process of the Protocol establishing the PAP	Upheaval in the North African countries and its aftermath
Existence of a reporting mechanism by AU Organs and Bodies, APRM and NEPAD to PAP and opportunity for follow ups on action taken reports on recommendations	Major violent conflicts and state collapses in Africa
Existence of a working framework with the AU peace and Security Council	Limited awareness amongst the citizenry on the role and functions of the PAP
Good will from the development Partner Organisations	Low GDP in AU member States affecting the participation of Members in PAP plenary and committee sessions
	Dual role of the PAP members
	Reliance on National Parliaments to facilitate the participation of Members to Statutory meetings

	Lack of feedback mechanism to National Parliament by PAP MPs
	Lack of response from the AU Organs
	Limited inputs by the citizenry and civil society into the PAP processes
	External determination of the PAP structure
	High Turnover of MPs leading to knowledge drain
	Anomalies in the administrative structure of the PAP

## 2.5 Stakeholder Analysis

The following table summarises the stakeholders or client base for the PAP and their expectations.

Stakeholders	Expectations
Peoples of Africa	<ul style="list-style-type: none"> <li>• Platform to articulate their issues, concerns, opinions and aspirations</li> <li>• Adequate representation by MPs</li> <li>• Awareness on AU policy making processes and Decisions</li> <li>• Engagement on AU policy Decisions</li> </ul>
AU Member States AU member Parliaments Executive Council PRC PAP thematic Committees	<ul style="list-style-type: none"> <li>• Transparency and Accountability</li> <li>• Efficient use of resources</li> <li>• Accurate reports and advice</li> <li>• Linkages between the PAP committees and AU specialized committees</li> <li>• Objective oversight reports</li> <li>• Participation in election observer Missions</li> <li>• Popularisation and harmonisation of AU decisions</li> <li>• Ratification of AU policy Decisions</li> <li>• Mainstreaming of citizen voices in AU policy making processes</li> </ul>
AU organs	Oversight and advisory role
Continental Parliaments Arab Transitional Parliament European Parliament Latin American Parliament	<ul style="list-style-type: none"> <li>• Information sharing</li> <li>• Cooperation and collaboration in terms of monitoring continental policies</li> <li>• Expertise sharing</li> </ul>



	<ul style="list-style-type: none"> <li>• Monitoring of continental policies</li> </ul>
Regional Parliamentary Assemblies ECOWAS Parliament EALA CEMAC SADC-PF UMA Orthodox Parliamentary Assembly Commonwealth Assembly of Independent States	<ul style="list-style-type: none"> <li>• Coordination in the integration processes</li> <li>• Collaboration on ratification and harmonisation processes</li> <li>• Collaboration in the formulation of model laws</li> </ul>
National Parliament	<ul style="list-style-type: none"> <li>• Reports on AU decisions</li> <li>• Reports from PAP MPs</li> <li>• List of PAP programmes and activities</li> <li>• Best practices on parliamentary system and processes</li> <li>• Linkages</li> </ul>
International Parliamentary Organisations IPU CPA APU APF	<ul style="list-style-type: none"> <li>• Information sharing</li> <li>• Capacity building</li> <li>• visibility</li> </ul>
Civil Society	<ul style="list-style-type: none"> <li>• Greater participation and dialogue in the committees of the PAP</li> <li>• Greater involvement in the decision making processes of the PAP</li> <li>• Actualisation of integration processes</li> </ul>
Women, Youth and People with Disabilities	<ul style="list-style-type: none"> <li>• Provision of platform for their voices</li> <li>• Regular dialogue on African Integration issues</li> <li>• Attendance in plenary and committees</li> </ul>
African Diaspora	Greater linkages with African Parliamentarians in the Diaspora
Development Partners	<ul style="list-style-type: none"> <li>• Timely and accurate reports</li> <li>• Efficient use of resources</li> <li>• Contract compliance</li> </ul>
Private Sector	Awareness on AU policies that impact on trade and economic development
Media	Facilitation and access to information Promotion and engagement

## PART3: AFRICAN UNION AND PAP INSTITUTIONAL PILLARS

### **3.0 Introduction.**

The PAP strategic priorities were aligned with the African Union Strategic Pillars which are:

- i. Peace and Security
- ii. Integration, Development and Cooperation
- iii. Shared Values
- iv. Institution and Capacity Building.

These pillars form the basis around which the PAP determines the activities to feed into the vision of the African Union. Programmes will be developed under each pillar to ensure a holistic and integrated approach towards the implementation. In this regard the PAP will develop programmes as follows:

- a) Programme on Peace and Security
- b) Programme on Integration
- c) Programme on Cooperation
- d) Programme on Shared Values
- e) Programme on Institution and Capacity Building

### **3.1 Pillar: Institution and Capacity Building Programme**

#### **3.1.1 PAP Transformation Process:**

The Pan African Parliament is the key vehicle in the implementation of the Strategic Plan. There is therefore need to strengthen both the political and administrative arms of the institution. At the time of producing this strategic plan, the Protocol establishing the PAP is currently being reviewed by the AU. Therefore, one of the most important activities of this strategic plan is this process of the transformation. Several activities have already been undertaken.

Strategic Objectives	Strategies
Advance the transformation of the PAP into a legislative body	Undertake Formal consultations with the relevant AU Organs on the need to transform PAP into full legislative body
	Convene regular fora to brief key stakeholders on transforming PAP into a legislative body
	Submit to the AU recommendations on the structure of the PAP as a legislative organ
	Attend all AU meeting on the transformation process
	Develop an advocacy strategy for the ratification of the revised protocol
	Launch the PAP as a legislative organ of the AU



## Expected Results:

- Discussion reports with AU organs on the transformation processes.
- Report on transformation processes of other regional parliamentary fora.
- Stakeholder reports with AU Expert on the transformation processes.
- PAP President progress reports (2010 and 2011) to the AU Assembly.
- Advocacy strategy.
- Launch of the PAP as a legislative body.

### 3.1.2 Institution Building Programmes:

As indicated in the SWOT analysis, the PAP has many challenges in fulfilling its mandate. At a political level, the Committees lack adequate financial and technical resources. This includes lack of information and research resources.

The PAP currently has a consultative role in the AU budgetary process. In order to fulfil its Parliamentary oversight function, it is crucial for the PAP to fully understand AU budgetary processes and to carefully monitor AU expenditure in order to give well-informed input. It is clear that the PAP must strive to one day become fully equipped with budgetary rights. As preparation for this, its in-house capacities in budgetary issues have to be strengthened further.

So far, the PAP has little experience in budgetary scrutiny. Members as well as the administration lack capacities in reading budgets and in budgetary oversight. To this end the PAP will undertake training programmes on oversight with the aim to develop oversight models that can be used for monitoring policy implementation.

Training in the political arena will focus on election observation, policy analysis, human rights, climate change, trade, poverty reduction strategies and gender.

Furthermore, due to the existence of different parliamentary cultures, different modes of minute taking, reporting and formulation of resolutions and recommendations to the AU Assembly exist. There is need to develop harmonised templates which are acceptable to all the MPs.

There is need to develop the PAP's capacity to undertake public hearings and engagement with national and regional Parliaments. Coupled with this is the limited visibility of the PAP amongst the peoples of Africa. At an administrative level, the organizational structure has yet to be approved by the AU. In addition to this, the PAP is understaffed. Linked to this problem is the issue of the budget. The PAP is therefore adopted several strategies to address the institutional capacity gaps at both the political and administrative level.



Strategic Objective	Strategies
Strengthen the capacity and effectiveness of PAP Bureau	Organize induction programmes for the Bureau and its staff
	Make necessary follow up with the appropriate AU bodies on the PAP organizational structure
	Strengthen supervisory capacity
	Strengthen the advocacy capacity
	Organize exchange programmes on parliamentary leadership and administration with other continental assemblies
	Develop reporting and communication channels
	Enhance linkages with other AU organs
	Strengthen the leadership capacity of Bureau members
	Develop internal audit system
	Adoption of Result Based Management Model (RBM)
Strengthen the capacity and effectiveness of PAP Committees	Develop and implement the oversight model
	Organize exchange programmes for the Committees with their counterparts in continental assemblies
	Organize induction programmes for individual Committees
	Build capacity to undertake policy oversight
	Build capacity for Budgetary monitoring
	Develop harmonised templates for minutes, reports and resolutions and recommendations to the AU Assembly
	Develop capacity on model laws
	Develop ICT capacity for MPs
	Develop policy analysis skills for MPs
	Develop leadership capacity of Committee's Bureaus
Strengthen the capacity and effectiveness of the Secretariat	Undertake skills audit
	Institutionalization of RBM
	Develop a re-skilling and recruitment programmes aligned to the results of the skill audit
	Establish a planning, monitoring and evaluation unit
	Develop multi annual work plans and budgets which reflect the strategic intent of the organisation.
	Develop and implement effective administration

	and financial systems
	Improve working environment
	Develop operational policies/procedures and manuals for all departments
	Develop a resource mobilisation strategy
	Strengthen performance assessment mechanisms
	Develop effective monitoring and evaluation systems.

### **Expected Results**

- Organisational structure of the Secretariat adopted by the AU
- An effective oversight mechanism capable of ensuring accountability within AU Organs;
- Effective Committees with policy and budgetary oversight capacity
- Effective Implementation of RBM
- Effective administrative, finance and audit systems
- Effective communication and reporting structures
- Improved working environment
- Greater inter departmental collaboration
- A framework for engagement with Peoples of Africa, Civil Society Organisations, development partners and other Stakeholders of the PAP.

### **3.2 Pillar: Peace and Security Programme**

Article 3(5) of the Protocol establishing the PAP requires the PAP to promote peace, security and stability in member states. To this end the PAP is required to receive reports from the Peace and Security Council at each of its plenary sessions. This is to ensure that adequate oversight is undertaken on matters of peace and security.

The PAP is therefore mandated to work closely with the African Union Peace and Security Council to oversee the continental operational strategy through which Africa eliminates conflicts.



Since 2004 the PAP has undertaken missions to conflicts areas and made recommendations to the AU Assembly. In this regard, the PAP will enhance continental peace and security by pursuing the following Strategic Objectives and Strategies:

Strategic Objective	Strategies
Promote continental peace, security and stability	Organise bilateral meetings with the AU peace and Security Council.
	Produce an annual programme to oversee countries with conflicts, post conflicts peace programmes, and security matters
	Work with organisations that monitor conflicts in Africa
	Receive and debate reports from the Peace and Security Council
	Strengthen PAP's election observer and monitoring capacities
	contribute to the resolutions of electoral disputes
	Disseminate all AU decisions on Peace and Security to AU National Parliaments
	Promote the ratification of peace and security instruments.

#### Expected Results

- Increased oversight on peace and security issues
- Bilateral meetings on Peace and Security with other stakeholders
- Monitoring programme on conflicts resolutions
- CSO participation in committee work on conflict resolution
- Awareness at national level of AU peace and security Decisions
- PAP's observation and monitoring capacity of elections strengthened
- Existence of an electoral dispute mechanism

### 3.3 Pillar : Development, Integration and Cooperation Programme

#### 3.2.1 Programme on Development

The Protocol establishing the PAP requires the PAP in Article 3(6,) to contribute to a more prosperous future for the peoples of Africa by promoting collective self-reliance and economic recovery.

The development agenda for the continent is reflected in the Africa- Europe Strategy and the Millenium Development Goals. In addition to these is the issue of climate change which has resulted from poor management of natural resources. African countries are highly vulnerable to and disproportionately affected by the adverse impact of climate change. Moreover, climate change threatens to derail progress in achieving the Millennium Development Goals (MDGs).



Furthermore, the aid that has been given to Africa seems not to produce the intended results. There is no monitoring mechanism to ascertain aid effectiveness.

The PAP will thus monitor implementation of the Africa Europe Strategy, the achievement of Millennium Development Goals, and aid effectiveness.

### 3.2.2 Programme on Cooperation and Integration

Article 3(7, 8 and 9) requires the PAP to facilitate cooperation and development in Africa; strengthen Continental solidarity and build a sense of common destiny among the peoples of Africa; facilitate cooperation among Regional Economic Communities and their Parliamentary fora. The Pan African Parliament is resolved to seek strategic partners to monitor implementation of continental policies and Agreements. In this regard, the PAP will seek to cooperate with regional and continental Parliaments and will use cooperation as a means to mobilise resources for the institution.

The Pan African Parliament will strengthen the already existing relations with the regional Parliamentary Assemblies, and continental Assemblies as a means to deepen its capacity to oversee implementation of policies and service delivery to the citizenry of Africa. The PAP will work closely with the African Union Commission on the initiatives requiring Parliamentary oversight.

To this end the PAP seeks to enhance cooperation by pursuing the following strategic objectives and strategies:

Strategic Objective	Strategies
Promote development through the promotion of policies that promote a prosperous future for the peoples of Africa by promoting collective self-reliance and economic recovery	Monitor continental development programmes
	Create a forum for peoples of Africa participation in the the development discourse of the continent
	Oversee NEPAD and other continental development initiatives
	Create a platform for youth, women and people with disabilities to articulate their issues
	Develop and make public a timetable with specific timeframes showing clear targets and benchmarks towards realizing Government's

	commitment to spend 10 per cent of the national budget on agriculture and CAADP commitments
	Raise awareness amongst Parliaments on agreements made by Heads of State on the health sector e.g. resources to meet and surpass the Abuja target of 15percent of budget allocation for the health sector and earmark an amount for Maternal, Newborn and Child Health;
	Recommend the extension of the Maputo Plan of Action for Implementing the Continental Sexual and Reproductive Health (SRH) and Rights Policy Framework (2007-2010) to 2015 in order to realize its promise for reversing maternal and child mortality rates and improving reproductive and maternal healthcare;
Promote continental and global cooperation and integration	Advocate for free movement of people, and goods through the removal of borders
	Identify strategic global and continental partners
	Develop African common positions in the global arena

### Expected Results

- African peoples voices in AU and global policies are mobilised
- Increased monitoring and oversight of Aid to Africa
- Increased awareness on issues such as climate change, aid and millennium development goals
- Free movement of African people, goods and services
- Platform for youth, women and people with disabilities
- Citizen integration achieved
- Global strategic partnerships developed

### 3.4 Pillar : Shared Values Programme

“The African Union seeks to build an integrated Africa, a prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena” *African Union Strategic Plan (2004-2007)*. In 2009, in Libya, 53 Heads of States agreed to ratify and accede to all OAU and AU treaties by July 2010. They further called on African Union organs to assist with advocacy and sensitisation of African Governments. The decision is in line with Article 4.1(b) of the Rules of Procedures of the Assembly of Heads of States. Under this Article, the Assembly is required “to monitor the implementation of policies and decisions of the Union as well as ensure compliance by all Member States”. The Assembly of Heads of State and Government in Sharma El Sheik in Egypt and in Addis Ababa called upon the PAP to ensure ratification of all AU Decisions. This is because the Protocol establishing the PAP requires



the PAP in Article 3(1, 2 and 3) to facilitate the effective implementation of the policies and objectives of the OAU/AEC and, ultimately, of the African Union; promote the principles of human rights and democracy in Africa; encourage good governance, transparency and accountability in Member States.

Looking at ten of the AU legal instruments and four policy frameworks that seek to eradicate poverty, promote justice and realise political, economic and social rights in Africa, one finds an alarming gap between AU legal instruments and policy standards, the policies and practices of most Member States. The report of the Speakers Conference in 2010 indicates that unless there is a change in the behaviour of both African Union organs and Member States, the many important decisions being taken at continental levels risk the danger of not being implemented. This will continue to have devastating consequences for the millions of African peoples denied good governance, fundamental freedoms and basic human rights. It will also further expose the Pan African institutions to an obvious credibility challenge.

To this end, the PAP will work towards the achievement of the goal of shared values by undertaking the following strategies:

Strategic Objectives	Strategies
Build an integrated prosperous and peaceful Africa	Identify AU instruments requiring ratification;
	Identify collaborative institutions for harmonisation;
	Organise regional consultative meetings on ratification and harmonisation of AU instruments and Policies;
	The PAP will seek through the African Union Commission in consultation with the Permanent Representatives Committee to establish an official monitoring mechanism that tracks Ratification and domestication by Member States of key AU policy standards and legal instruments;
	Develop ratification tool kits for the 5 African regions, sensitise and train key stakeholders to be champions of ratification;
	Organise Public Hearing Meetings on AU policies;
	Work with national Parliaments to establish committees that track the ratification of AU decisions;
	Convene regional dialogue with regional Parliamentary Assemblies and RECs on regional integration priorities;
	Work with partners to harmonise laws.



	Oversee the implementation of the AU decisions and instruments;
	Develop a strategy for accelerating popularisation and ratification of these instruments;
	Work through national Parliaments to raise awareness amongst civil servants and the public to have access to AU instruments and decisions at PAP.
	Establish a data base of AU instruments and decisions
	Raise awareness amongst the citizenry of Africa and strengthen the capacity of the public to claim these standards and rights
	Identify potential laws for harmonisation;
	Produce reports for the AU on policies for harmonisation.

### Expected Results

- Developed African common positions in the global arena.
- Increased Ratification and effective implementation of African Protocols and Conventions;
- Increased harmonisation of AU policies in Member States
- Model Laws developed in line with AU agreed policies
- Increased citizen participation in AU policy making processes
- Increased interaction between PAP, regional and national Parliaments
- Increased regional consultative processes for regional integration



## PART 4: STRATEGIC PLAN: IMPLEMENTATION PLANS FOR THE YEAR 2011-2013

The Strategic work plan here below is a breakdown of the implementation matrix of the Strategic Plan. It is based on the strategic objectives outlined under each programme which drawn from the pillars of the AUC. The implementation matrices of the strategic plan cover specific activities, expected results as well as performance indicators. The highlight of the implementation process of this strategic plan is the specification of the process that is geared towards fast-tracking the transformation of the PAP into a full legislative body. The Strategic planning process and the work plan matrix are all based on a Results Based Management (RBM) Model as espoused by the AU.

### 4.1 INSTITUTION AND CAPACITY BUILDING

#### 4.1.1 PAP Transformation Process:

Strategic Objective	Strategic Activities	Expected Results	Performance Indicators	Implementing PAP organ
Advance the transformation of the PAP into a legislative body	Undertake formal consultations with former and current heads of states to transform the PAP into full legislative organ	Concrete steps outlined towards full legislative status.	Discussion reports and agreements with AU organs on the transformation process.	President of the PAP will lead the process
	Convene regular fora to brief key stakeholders on transforming PAP into a legislative body Adapt supportive administrative structure for a legislative organ	A series of media campaigns to Mobilise broad -based support across the continent Effective administrative structure to support the legislature	Discussion reports with AU and other stakeholders on the transformation processes Organ gram.	Bureau and concerned committee Bureau
	Develop a plan to accelerate the ratification of the amended protocol	Obtain the required number to ratify	Report on sensitisation workshops	Bureau



	Develop an advocacy strategy for the ratification of the revised protocol	Ratified protocol	Discussion reports with AU organs on the transformation process.	Bureau and Committee on rules and privileges Bureau
	Facilitate the launch of the PAP as a legislative organ of the AU	Frequency of legislative meetings revised.	A comprehensive report on legislative order of business	Bureau

#### 4.1.2 Institutional programme

Strategic Objective	Strategic Activities	Expected Results	Performance Indicators	Implementing PAP organ	
Strengthen the Capacity and effectiveness of the PAP Bureau	Organize induction programmes for the Bureau and its staff	Knowledge is acquired on the duties and the business of the PAP	Training manuals and reports on induction sessions	Bureau and Secretariat	
	Make necessary follow up with the appropriate AU bodies on the PAP organizational structure	Organizational structure of the Secretariat adopted by the AU	Approved Organisation Chart	Bureau and Secretariat	
	Strengthen the advocacy capacity	Increased awareness and visibility of the activities of the PAP	Advocacy Materials	Bureau	
	Strengthen the Supervisory capacity	Increased accountability	Monitoring and Evaluation System	Bureau	
	Organize exchange programmes on parliamentary leadership and administration with other continental assemblies	Effective leadership skills and oversight capacity	Reports on exchange programmes	Bureau and Secretariat	
	Develop reporting and communication channels	Effective communication and work flows	Policy documents on communication	Secretariat	
	Enhance linkages with other AU organs	Improved Inter-Organ collaboration and information sharing	Reports on matters of collaboration	Bureau	

Strengthen the capacity and effectiveness of PAP Committees	Strengthen capacity of Bureau members	Improved effectiveness of members of the bureau	Reports on leadership advancement programmes	Bureau/ Secretariat
	Develop internal audit system	Effectives internal controls and risk management systems	Audit reports and charters	Bureau
	Adoption of Result Based Management Model (RBM)	Institutionalisation and Implementation of the RBM	Planning, Monitoring and Evaluation reports	Bureau and Secretariat
	Develop capacity of Bureaus	Effective leadership over the conduct of the business of committee	Reports on pieces of legislation processed	Secretariat and Bureau
	Develop and implement the oversight model	An effective oversight mechanism capable of ensuring accountability within AU Organs	Reports on oversight activities	All committees
	Organize exchange programmes for their counterparts in continental assemblies	Improved information sharing and effective legislation	Reports on issues of collaboration	All committees
	Organize induction programmes for individual Committees	Effective conduct of the business of legislation	Reports on a number of legislative and oversight issues	Secretariat and all committees
	Build capacity for Budgetary monitoring	Improve budget analysis capacity	Reports on training programmes undertaken	Committee on Finance and Monetary Affairs and all committees
	Develop harmonised templates for minutes, reports and resolutions to the AU Assembly	Improved consistency in reporting on parliamentary outcomes	Procedural manuals and policies	Committees and Secretariat
	Develop capacity on model laws	Effective development of model laws	Reports on training programmes	All Committees
Develop ICT capacity for	Effective application by MPs on	Reports on ICT	Secretariat	



Strengthen the capacity and effectiveness of the Secretariat	MPs	basic ICT programs	Training for MPs	Secretariat
	Develop policy analysis skills for MPs	Effective policy analysis	Reports on tools of policy analysis	Secretariat
	Undertake skills audit	Identify skills gaps and Skills misalignment	A skills Audit Report	Bureau and Secretariat
	Institutionalization of Results-Based Management(RBM)	Overall Performance of the organisation is effective and efficient	Benchmarking reports on overall organisational performance	Bureau and Secretariat
	Develop a re-skilling and recruitment programmes aligned to the results of the skill audit	Effective performance at individual levels	Evaluation Reports on individual performance	Bureau and Secretariat
	Develop and implement a results based planning monitoring and evaluation system	Effective Program planning, monitoring and evaluation(PPME) of the activities of the PAP	Planning, monitoring and Evaluations reports	Bureau and Secretariat
	Develop multi annual work plans and budgets which reflect the strategic intent of the organisation.	Effective delivery, certainty and accountabilities	Multi-annual plans	Secretariat
	Develop and implement effective administration and financial systems	Effective systems on finance and administration	Manuals on clear systems and guidelines	Secretariat
	Improve work environment/conditions	Enhanced good and safe work environment	Manuals on safety	Secretariat
	Develop operational policies/procedures and manuals for all departments	Effective conduct of the business of the PAP	Manual on Policy and procedures	Secretariat
	Develop a resource mobilisation strategy	Effective multi annual plans on the mobilisation of financial resources	Financial mobilisation plan	Secretariat



#### 4.2. PEACE AND SECURITY PROGRAMME

Strategic Objective	Strategic Activities	Expected Results	Performance Indicators	Implementing PAP organ
Promote continental peace Security and Stability	Organise bilateral meetings with the AU peace and Security Council	Effective Strategies and policies on building Peace and Security across the continent	Reports on Strategies and Policies on Peace and Security	Cooperation, International Relations and Conflict Resolution
	Produce an annual programme to oversee countries with conflicts, post conflicts peace programmes, and security matters	Reduction in conflicts	Schedules and reports on fact finding mission in conflict areas	Cooperation, International Relations and Conflict, Committee on Justice and Human Rights
	Work with organisations that monitor conflicts in Africa	Enhanced participation of Civil Society Organisations (CSO) on conflict resolution	Reports on meetings with representatives of civil society	Cooperation, International Relations and Conflict Resolution
	Receive and debate reports from the Peace and Security Council	Resolutions and recommendations	Reports on Resolutions and recommendations	Cooperation, International Relations and Conflict Resolution
	Strengthen PAP's election observer and monitoring capacities	More prominence of the role of PAP in observer missions	Reports on participation in AU observer missions	Bureau and concerned Committee
	Contribute to the resolution of electoral disputes	Existence of an effective electoral dispute mechanism	Reports on procedures for resolving election disputes	Bureau and Cooperation, International Relations and Conflict Resolution
	Disseminate all AU decisions on Peace	Awareness at national levels of AU peace and	Reports on road shows and sensitization workshops	Bureau and Committee on

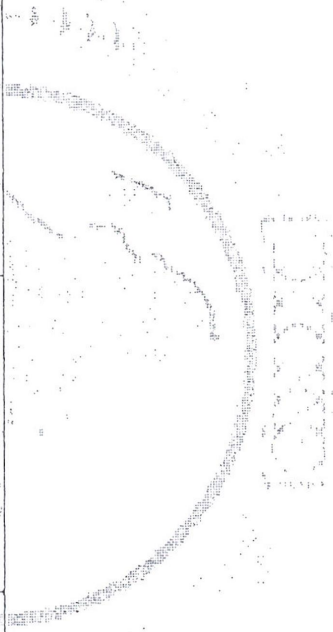
	and Security to AU Member Parliaments	security Decisions		Cooperation, International Relations and Conflict Resolution
	Promote the ratification of peace and security instruments	Increased domestication of ratified policies on peace and security	Reports on countries that have domesticated and implemented the instruments on peace and security	Bureau and Committee on Cooperation, International Relations and Conflict Resolution

#### 4.3. PROGRAMME ON DEVELOPMENT, COOPERATION AND INTEGRATION

Strategic Objective	Strategic Activities	Expected Results	Performance Indicators	Implementing PAP organ
Promote development through the promotion of policies that promote a prosperous future for the peoples of Africa by promoting collective self-reliance and economic recovery	Monitor continental development programmes.	Increased awareness on issues such as climate change, aid and millennium-development goals	Guidelines for creating awareness and monitoring interventions	All Committees
	Create a forum for the participation of the peoples of Africa in development discourse of the continent	Harmonised positions on cooperation and Integration	Reports of common position on development discourse	All Committees
	Oversee NEPAD and other continental development initiatives	Concerted development efforts are mobilised and galvanised	Reports on the impact of these developmental initiatives	Committee on Transport, Industry, Communication, Energy, Science and Technology and other concerned committee
	Develop the timetable for achieving the 10 percent commitment in national budgets to Agriculture and CAADP	Financial targets for CAADP and Agriculture are achieved.	Reports on contributions and food security	Committee on Finance and Monetary Affairs and Committee on Rural Economy, Agriculture, natural resources and environment



	<p>Create a platform for youth, women and people with disabilities to articulate their issues</p>	<p>Effective voices of the youth, women and people with disabilities in the development discourse of Africa</p>	<p>Reports on solutions and decisions from the youth, women and people with disabilities</p>	<p>Gender, Family, Youth and people living with disability Bureau</p>
	<p>Raise awareness amongst Parliaments to fast track commitments made by Heads of State</p>	<p>Execution of Commitments by Heads of State</p>	<p>Reports on Executed Commitments</p>	<p>All Committees</p>
	<p>Recommend the extension of the Maputo Plan on health to 2015</p>	<p>Effective implementation of the Maputo Plan of Action</p>	<p>Reports on implementation</p>	<p>Health and Concerned Committee</p>
<p>Promote continental and global cooperation and integration</p>	<p>Advocate for free movement of people, and goods through the removal of borders Develop African positions in the global arena</p>	<p>Free movement of African people, goods and services Africa's peoples voices in AU and global policies is mobilised</p>	<p>Numbers of customs unions, free visa zones and RECs established. Reports on Africa's position on global issues</p>	<p>Trade, Customs and immigration matters Bureau and All committees</p>





#### 4.4. SHARED VALUES PROGRAMME

Strategic Objective	Strategic Activities	Expected Results	Performance Indicators	Implementing PAP organ
Build an integrated, prosperous and peaceful Africa	Identify AU instruments requiring ratification	Increased Ratification and effective implementation of African Protocols and Conventions;	Number of ratifications. Reports on implementation	All Committees,
	Organise regional consultative meetings on ratification and harmonization of AU Instruments	Model Laws developed in line with AU agreed policies	Number and reports on meetings on ratification	Bureau and All Committees,
	Develop a tracking mechanism for ratification and domestication	Effective tracking mechanism	Manual of procedures for tracking ratification and domestication	Bureau
	Organise public hearings on AU policies	Increased Ratification and effective implementation of African Protocols and Conventions;	Numbers of meeting and reports on public hearings	Bureau and all Committees
	Work with national parliaments to establish committees that track the ratification of AU decisions	Increased harmonisation of AU instruments in member states	Reports on harmonisations in member states	Bureau, Legislative Business, All committees

	<p>Convene regional dialogue with regional parliamentary Assemblies and RECs on regional integration priorities</p>	<p>Model Laws developed in line with AU agreed policies</p>	<p>Reports on legislative pieces developed by member states in support of AU policies</p>	<p>Bureau, All committees, Legislative Business, Finance, Administration and International Relations</p>
<p>Collaborate with Stakeholders to harmonise laws</p>	<p>Effective fast tracking of the harmonisation process</p>	<p>Reports on harmonised instruments</p>	<p>All Committees</p>	<p>All Committees</p>
<p>Obtain updates on oversight activities of the implementation of AU decisions</p>	<p>Effective fast-tracking of implementation and compliance</p>	<p>Reports on implementation and compliance</p>	<p>All committees, Bureau and Caucuses</p>	<p>All committees, Bureau and Caucuses</p>
<p>Develop a strategy for accelerating popularisation and ratification of AU instruments</p>	<p>Clear procedures on popularisation and ratification</p>	<p>Manual of procedures and guidelines</p>	<p>All committees, Bureau and Caucuses</p>	<p>All committees, Bureau and Caucuses</p>
<p>Identify potential laws for harmonisation</p>	<p>Achieve integration faster/speedier</p>	<p>Reports on potential laws for harmonisations</p>	<p>All Committees</p>	<p>All Committees</p>
<p>Identify collaborative institutions for harmonisation</p>	<p>Increased harmonisation of AU policies in member states</p>	<p>Reports on Harmonisation processes</p>	<p>Bureau and Concerned Committees</p>	<p>Bureau and Concerned Committees</p>
<p>Produce reports for the AU on policies for harmonisation.</p>	<p>Increased uniformity in national policies</p>	<p>Reports on common policies across African countries</p>		

## **PART 5: INFORMATION ON ESTIMATED BUDGETS**

Budgetary estimates will be developed upon approval of this strategic document. It is envisaged that budget estimate will emanate from all work programmes from all implementing organs of the PAP.

## **PART 6: RESULTS-BASED MONITORING AND EVALUATION SYSTEM**

The requirement for greater effectiveness in the implementation of programmes in public organisations has been elevated to greater heights in the recent century. Results based monitoring and evaluation is an effective tool in the management of public organisations because it enhances greater accountability, transparency and effectiveness. The results based Planning; Monitoring and Evaluation (PME) for the PAP will be developed and implemented upon final adoption of this strategic plan.

## **PART 7: PRIORITIES FOR IMMEDIATE ACTION**

### **7.1 FAST TRACKING THE TRANSFORMATION OF THE PAP INTO A FULLY FLEDGED LEGISLATIVE BODY**

Transformation of the PAP into a full legislative body is a priority goal of the leadership of the PAP. This Strategic plan demonstrates the PAP's readiness in terms of its governance organisation and coordination to work towards fast-tracking the transformation of the PAP into a full legislative body. The president of the PAP has committed to lead the process of consultation and mobilisation of support towards achieving this transformation outcome.



## **7.2 REVIEWING AND ALIGNING FUNCTIONS AND THE ROLES OF EXISTING STAFF**

The current roles and functions of existing staff and functionaries are misaligned in respect of the implementation of this strategic plan. There is urgent need for the reconfiguration of the roles and functions of staff and other functionaries. The number of Support staff working with committees, for example, needs to be bolstered. The AUC has seconded a human resources professional to work with the PAP on issues of human resources management.

## **7.3 DEVELOPMENT OF BUDGETARY ESTIMATES**

Budgetary estimates are to be developed upon adoption of this strategic plan. The activity-based budget estimates will depend on the work load to be undertaken by each implementing organ of the PAP.

## **7.4 DEVELOPMENT AND IMPLEMENTATION OF A RESULT-BASED MONITORING AND EVALUATION SYSTEM**

The results based Planning; Monitoring and Evaluation (PME) system for the PAP is to be developed and implemented as a matter of urgency.

## **7.5 DEVELOPMENT AND IMPLEMENTATION OF A RESOURCE MOBILISATION STRATEGY**

There is an urgent need to develop and implement a detailed resource mobilisation strategy to address the pressing needs for financial resources for the implementation of this strategic plan.

