

Pan-African Parliament **STRATEGIC PLAN**



One Africa, One Voice

2019 - 2023

PAN-AFRICAN PARLIAMENT

One Africa, One Voice

The seal of the Pan-African Parliament is centered in the background. It features a map of Africa in the center, surrounded by a circular border containing the text 'PAN-AFRICAN PARLIAMENT' in English and other languages. Below the map is a logo consisting of four interlocking rings.

**STRATEGIC PLAN
2019-2023**

One Africa, One Voice

MIDRAND, SOUTH AFRICA

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ACRONYMS

ACDEG	African Charter on Democracy, Elections and Governance	HR	Human Resources
ACHPR	African Commission on Human and Peoples' Rights	ICT	Information and Communication Technologies
ACERWC	African Charter on the Rights and Welfare of the Child	KM	Knowledge Management
AEC	African Economic Community	KMD	Knowledge Management and Dissemination
AfDB	African Development Bank	KRA	Key Result Areas
AGA	African Governance Architecture	KRF	Key Results Framework
AGOA	African Growth and Opportunity Act	MDGs	Millennium Development Goals
AHPRC	African Human and Peoples Rights Court	M&E	Monitoring & Evaluation
APRM	African Peer Review Mechanism	MOU	Memorandum of Understanding
APSA	African Peace and Security Architecture,	MP	Member of Parliament
AU	African Union	MS	Member States
AUC	African Union Commission	NEPAD	New Partnership for Africa's Development
CAADP	Comprehensive Africa Agriculture Development Programme	NGOs	Non-Governmental Organizations
CAPA	Committee on Audit and Public Accounts	OAU	Organization of African Unity
CFTA	Continental Free Trade Area	ODA	Official Development Assistance
COMESA	Common Market for East and Southern Africa	OECD	Organization for Economic Co-operation and Development
CSO	Civil Society Organization	PANAF	Pan African Programme
DP	Development Partner	PAP	Pan-African Parliament
DPA	Department of Political Affairs	PAP-CSOS	PAP- Civil Society Organization System
EAC	East African Community	PRC	Permanent Representatives' Committee
EC	European Economic Community	RECs	Regional Economic Communities
ECCAS	Economic Community of Central African States	SC	Steering Committee
ECOSOCC	Economic, Social and Cultural Council	SFA	Strategic Framework Areas
ECOWAS	Economic Community of West African States	SO	Strategic Objectives
EU	European Union	SP	Strategic Plan
EPAs	Economic Partnership Agreements	SWOT	Strengths, Weaknesses, Opportunities and Threats
GDP	Gross Domestic Product	TOC	Theory of Change
		UN	United Nations

EXECUTIVE SUMMARY

1. The Treaty Establishing the African Economic Community (the Abuja Treaty) on 3 June 1991 (**Abuja Treaty 1991**) triggered the establishment of the **Pan-African Parliament** as an African Union Organ “to ensure the full participation of African peoples in the development and economic integration of the continent”. The Pan-African Parliament is “an inclusive representative, regional deliberative, prospective legislative and oversight institution”. 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 (hereinafter the PAP Protocol).
2. The ultimate aim of the Pan-African Parliament is foreseen to evolve from offering advisory and consultative services to becoming an institution with full legislative powers, whose members are elected by universal adult suffrage. The Pan-African Parliament’s original Protocol (2006) is still functional waiting for the ratification of the revised Protocol adopted in 2014 by the African Union Member States. The history and functions of the Pan-African Parliament and its institutional structure are very well documented, pointing out to the business progression that took place since its establishment.
3. The **Strategic Plan 2019-2023** establishes the strategic focus and direction of the Pan-African Parliament and its formulation, implementation and evaluation will assist Pan-African Parliament to step back and examine where the PAP is heading for and how to get there. The Strategic Plan is based on a logic that is triggered by a mission statement achievable through logical bottom-up action plans, annual objectives, long term goals, SWOT Analysis, Core values and mission statement.
4. The Pan-African Parliament **Strategic Plan 2019-2023** is mainly informed by lessons and recommendations of the evaluation emanating from the past Strategic Plan 2014-2017, consultations with the Pan-African Parliament Permanent Committees, Secretariat, and H.E Paul Kagame’s report that focuses on administrative and political reform of AU which emphasis the overarching legislative and oversight functions of the Pan-African Parliament.
5. The **Strategic Plan 2019-2023** builds on the relevant aspirations stated in the African Union **Agenda 2063** and the thrusts for implementing the AU reform agenda. The Strategic Objectives (SOs) of the 2019-2023 Strategic Plan, once attained, will be a long-awaited breakthrough in shifting the roles of the Pan-African Parliament from consultative and advisory to a fully-fledged legislative body.
6. **The Strategic Plan 2019-2023** is further motivated by the **Theory of Change** reflecting the time-wise planned aspiration and commitment of the Pan-African Parliament’s stakeholders for a determined change aimed at shifting the status quo to a highly visible, relevant, and well achieving Organ of the African Union. The Theory of Change is geared towards achieving the declared AU commitments for a continent where the voices of the African people are mainstreamed into its functions and business processes to promote popular participation and representation of the African peoples in decision-making, good governance, representation, oversight, accountability and transparency.
7. The **Strategic Plan 2019-2023** aims to achieve the following specific and time-bound **Strategic Objectives**:

1. Nr.	2. Strategic Objectives
3. 1	4. Strengthening parliamentary functions of the PAP;
5. 2	6. Strengthening partnership, coordination, outreach and institutional capacity of the PAP;
7. 3	8. Promoting Human Rights and Shared Values of the African Union ;
9. 4	10. Strengthening Research, Learning & Sharing, Knowledge Management, Communication and Advocacy of PAP;
8. **Strategic Objective 1. Strengthening parliamentary functions of the PAP:** To empower the people of Africa politically and economically. The Pan-African Parliament will be responsive to the commitment towards empowering the people of Africa to realize the goals of Agenda 2063, Post-2015 UN Development Agenda and SDGs. The Pan-African Parliament will be highly committed to realizing H.E. Paul Kagame Report on the Proposed Recommendations for the Institutional Reform of the African Union and to AU Transformation objectives.
9. **Strategic Objective 2. Strengthening partnership, coordination, outreach and institutional capacity of the PAP:** To support capacity revitalization and strengthening the Pan-African Parliament stakeholders (Parliamentarians, PAP Secretariat staff, Parliamentarians at REC and

Member States levels) through strengthening institutional capacities that support coordination, partnerships, participation and the outreach.

10.Strategic Objective 3. Promoting Human Rights and Shared Values of the African Union:

To promote the principle of human rights and democracy in Africa; to encourage good governance, transparency and accountability in member states; and to promote peace, security and stability. The Protocol of the Pan-African Parliament underscores the objective of giving the African peoples a voice to promote human rights, good governance, democracy, the rule of law, transparency and accountability of member states, and institute stability, peace and security, social justice, gender equality and the democratic values of human dignity, equality and freedom.

11.Strategic Objective 4: Strengthening, Research, Learning & Sharing, Knowledge Management, Communication and Advocacy of PAP:

To support and enhance effective functioning of the Pan-African Parliament through research, knowledge management and dissemination.

12. The role played by the Pan-African Parliament since inception as an instrument serving the Africa peoples, will be enhanced. It is expected that the Pan-African Parliament revised protocol will be ratified by the quorum or a majority during the first two years of Strategic Plan Cycle. If this is achieved, the Pan-African Parliament will realize its goals of serving the peoples of Africa as declared in the Protocol of 2006 and the revised Protocol of 2014.

13. The Strategic Plan 2019-2023 coincides with the Institutional Reform of the African Union and the implementation cycle is envisaged to contribute to the full AU Reform and ensure the anticipated synergy between Pan-African Parliament and African Union Commission (AUC). However, such timely achievement could not be pursued without a change in the mindset and the business processes of the Pan-African Parliament. The successful implementation of the 2019-2023 Strategic Plan therefore, envisions the institutionalization of a strong knowledge management and dissemination (KMD) function capable of acting as a clearing house of results generated, lessons learned, and experiences gained within the Pan-African Parliament. This function will be supported by the Implementation, Monitoring and Evaluation Framework, a Resource Mobilization Strategy and an Advocacy/Communication Strategy.

Table E1. The Logic of the PAP SP 2019-2023

STRATEGIC VISION					Engagement/ cross cutting issues
A continental institution harnessing One Africa, One Voice					
THE CORE FUNCTIONS OF THE PAP					
To ensure the full participation of the African people in the development and economic integration of Africa					Democracy, Human Rights, Integration of Gender and youth
THE ULTIMATE AIM OF THE PAP					
To evolve into an institution with full legislative powers, whose members are elected by universal adult suffrage					
THE STRATEGIC OBJECTIVES (SOs) OF THE PAP					Coordination & Partnership
STRATEGIC OBJECTIVES	SO1	SO2	SO3	SO4	
OUTCOMES					
MILESTONE INDICATORS					
KEY RESULT AREAS (KRA)					
DELIVERABLES	1. Legislations; 2. Laws;3. Policies; 4. Effective Advocacy; 5. Coordination and Partnership; 6. Capacity Development; 7. Research; 8. Knowledge Management and Dissemination				

CHAPTER 1: BACKGROUND AND CONTEXT

1.1 BACKGROUND

14. The Pan-African Parliament (PAP) is one of the principal organs of the AU. The history and functions of the PAP and its institutional and organizational structure are very well documented¹, pointing out to the business progression that took place since it was established as one of the OAU organs (**Abuja Treaty 1991**) "to ensure the full participation of African peoples in the development and economic integration of the continent". The PAP is "an inclusive representative, regional deliberative, prospective legislative and oversight institution"².
15. The ultimate aim of the PAP is foreseen to evolve from offering advisory and consultative services to the national Parliaments to becoming an institution with full legislative powers, whose members are elected by universal adult suffrage. The Pan-African Parliament's original Protocol 2004 is still functional waiting for the ratification of the revised Protocol (adopted in 2014) by the Member States (MS).

1.1.1. THE OVERALL STRATEGIC PLANNING CONSIDERATIONS

16. A major consideration during the formulation of the Pan-African Parliament 2019-2023 has been the Pan-African Parliament's vision, mission, mandate and core values. These were the guiding factors that dictated the consultative processes which were inclusive, holistic, and engaging. Several consultations were held with the Pan-African Parliament internal governance organs which included the Bureau, Committees, the Secretariat, as well as the AU Organs, regional institutions and development partners. The formulation was also informed by achievements, challenges faced, and lessons

¹ <http://www.panafricanparliament.org/>

² Gutto, S B O .2009. The Transformation of the PAP into a Legislative Body/ Contextualized Outline for Legal Issues. Director and Chair Centre for African Renaissance Studies U of South Africa

drawn from the implementation of the 2014-2017 Strategic Plan. A SWOT (strength, weaknesses, opportunities and threats) analysis was carried out to provide additional information to inform the formulation of the 2019-2023 Strategic Plan.

17. The role played by the Pan-African Parliament since inception as an instrument serving the Africa peoples, will be enhanced. It is expected that the revised protocol will be ratified by the quorum or a majority during the first two years of Strategic Plan cycle. If this is achieved PAP will realize its goals of serving the peoples of Africa as declared in the Protocol of 2006 and the revised Protocol of 2014.
18. The Pan-African Parliament Strategic Plan 2019-2023 is also considered as an important mechanism leading to the swift progress in addressing H.E. Paul Kagame report recommendations for the Institutional Reform of the African Union. Also, the phase will coincide with and contribute the full AU Reform and ensure the anticipated synergy between PAP and African Union Commission (AUC). However, such timely achievement could not be pursued without a change in the mindset and the business process of the PAP. In order to effectively pursue the SP objectives of governance, capacity development and impact the PAP must have a strong knowledge management and dissemination (KMD) structure capable of acting as a sharing and clearing house of lessons learned and experiences gained. Such will offer the PAP the sustainability it needs.

1.1.2. THE STRATEGIC PLANNING PROCESS

19. The Strategic Plan 2019-2023 establishes the strategic focus and direction of the Pan-African Parliament and its formulation, implementation and evaluation will assist Pan-African Parliament to step back and examine where the PAP is heading for and how to get there. The Strategic Plan is based on a logic that is triggered by a mission statement achievable through logical bottom-up action plans, annual objectives, long-term goals, SWOT Analysis, Core values and mission statement.

20. The Pan-African Parliament Strategic Plan 2019-2023 is mainly informed by lessons and recommendations of the evaluation emanating from the past Strategic Plan 2014-2017, consultations with the Pan-African Parliament Permanent Committees, Secretariat, and H.E Paul Kagame's report that focuses on administrative and political reform of AU which emphasis the overarching legislative and oversight functions of the Pan-African Parliament.

1.2. ROLE AND FUNCTIONS OF THE Pan-African Parliament

1.2.1 THE PAP INSTITUTIONAL STRUCTURE: HISTORY AND FUNCTIONS

○ PAP's strategic niche/ comparative advantage

21. The Pan-African Parliament as an Organ of the African Union (AU) provides a platform for the full participation of African peoples in the development and economic integration of the continent. The Pan-African Parliament is "an inclusive representative, regional deliberative, prospective legislative and oversight institution" and that "the composition, powers, functions and organization of the Pan-African Parliament are defined in a Protocol relating thereto".

22. As enshrined in Article 3 of the Protocol, the following objectives will guide the attainment of the Vision and Mandate of the Pan-African Parliament: to facilitate the effective implementation of the policies and objectives of the OAU/AEC and the African Union; to promote the principle of human rights and democracy in Africa; to encourage good governance, transparency and accountability in Member States; to familiarize the people of Africa with the objectives and policies aimed at integrating the African Continent within the framework of the establishment of the African Union; to promote peace, security and stability; to contribute to a more prosperous future for the people of Africa by promoting collective self-reliance and economic recovery; to facilitate cooperation and development in Africa; to strengthen continental solidarity and build a sense of common destiny among the people of Africa; and to facilitate cooperation among Regional Economic Communities and their Parliamentary fora.

○ The Vision, Mission, Mandate and Core Values of the Pan-African Parliament

23. The Pan-African Parliament is at a tactical stage of its transformation and has the opportunity to sharpen its major driving forces:

Vision:

24. A continental institution harnessing One Africa, One Voice'. The PAP vision has a long-term horizon and envisions a Pan-African Parliamentary Institution that will provide a common platform for African peoples to fully participate in the decision-making processes for the political and socio-economic development and integration of the Continent particularly through the harmonization and coordination of the policies and laws made at national and regional levels and by promoting a sense of unity and common destiny among the peoples of Africa.

Mission:

25. The Pan-African Parliament's mission is to provide a common platform for African peoples to represent, and to act as a voice of the people of Africa presenting their opinions, their concerns and aspirations, and thus effectively holding the governing institutions of the AU accountable in the implementation of policies and programmes as well as in the allocation and use of public resources for promoting just, equitable and sustainable development for all the peoples of Africa.

Core Values:

26. The core values are a set of beliefs that guide the management of the PAP. They are the foundation upon which all policies are based. They are inbuilt in the Constitutive Act and the Protocol of PAP which include:

- 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.
- Subsidiarity and Cooperation: PAP co-operates with other organs of the AU, 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.

Overall Mandate:

27. The Pan-African Parliament was established by the AU to institutionalize a popular framework which allows citizens to engage and drive the processes that affect the continent. It is in this context that the Constitutive Act of the AU which outlines the creation of the PAP in its Article 5 that states that the PAP shall be one of the Organs of the AU.

- Article 2 of the Protocol states that the PAP shall only have consultative and advisory powers.
- Article 3 of the Protocol provides for the objectives of the PAP, which include: facilitate the effective implementation of the policies and objectives of the OAU/AEC and of the AU; promote the principles of human rights and democracy in Africa; and encourage good governance, transparency and accountability in Member States.
- Article 11 indicates that the PAP shall be vested with legislative powers to be defined by the Assembly.

28. The Pan-African Parliament adopts its own rules and procedures to govern its functions, powers, voting, organs, committees and caucuses. PAP Members are elected by the legislatures of their Member States, rather than being elected directly by the people.

In addition to the Plenary, Bureau, the PAP is supported by 11 Permanent Committees and two caucuses of diverse thematic, technical and legal orientations. The PAP meets at least twice in ordinary sessions within a one-year period. Parliamentary sessions can last for up to one month and can also meet in extraordinary non-statutory sessions.

• Pan-African Parliament added values:

29. In order to achieve the comprehensive and democratic integration of Africa, the Pan-African Parliament can work with, and conduct continental and regional business directly with National and Regional Parliaments given its strategic overarching position to influence continental/regional action on issues related to legislation, policy regulations and administrative procedures, e.g. harmonization and convergence.
30. In addition, the PAP can accelerate the adoption and implementation of African protocols, agreements and declarations and is pivotal in strengthening the oversight capacity of National Parliaments to hold the executive branches of government accountable with respect to the implementation of AU agreements and programmes
31. Furthermore, the Pan-African Parliament serving as a continental mechanism for bringing about and sustaining democratic values through electoral systems and legal infrastructure:
 - Is qualified to institutionalize the observation of elections in African countries, in furtherance of the promotion of a regional democratic culture;
 - Is central in promoting gender parity;
 - Can promote tolerance for political diversity given that it is composed of elected or designated members from National Parliaments with diverse political affiliations; and
 - Easily access the People of Africa, as its Members are also Members of National Parliaments who presumably are in touch directly with their constituencies;
32. All organs of the AU, with the exception of the Court of Justice,

are subjected to oversight, investigative, consultative and advisory functions by the Pan-African Parliament. Although the AU Organs are not accountable to the Pan-African Parliament, they are still subjected to its oversight.

33. As the legislative arm of the AU, the Pan-African Parliament provides a platform for African peoples and their grass-roots organizations to be involved in discussions and decision-making on the problems and challenges facing the continent. The PAP has 5 members each representing the Member States of the African Union. The five members in each country must include at least one woman and representation of each Member State must reflect the diversity of political opinions in each National Parliament or other deliberative organ.
34. The five members of the Bureau of the Pan-African Parliament are elected from each of the five geographical regions (Caucuses) of the continent; Central, Eastern, Northern, Southern, and Western Africa, respectively (Bureau President and four Vice-Presidents).
35. The Rules of Procedure also provide for caucuses to be established to deal with issues of common interest as the Pan-African Parliament deems necessary. There are two such caucuses for women and youth. The Caucuses meet in ordinary session twice a year during parliamentary sessions. Each caucus has a bureau comprising a chairperson, deputy chairperson and rapporteur.
36. The Pan-African Parliament currently has a total of 11 Permanent Standing Committees. The Committee Structure provides the governance mechanism for the operationalization of the objectives of the Pan-African Parliament. The Committees are supported by Committee Clerks who provides procedural, research and other technical advices and services.
37. The Secretariat is the administrative, financial and technical implementation hub for the Pan-African Parliament and is composed of the Clerk, two Deputy Clerks and other management and support staff.

CHAPTER 2: OVERVIEW OF ACHIEVEMENTS, CHALLENGES, AND RECOMMENDATIONS FROM THE IMPLEMENTATION OF THE 2014-2017 STRATEGIC PLAN

2.1: EVALUATION OF THE 2014-2017 STRATEGIC PLAN

38. The Evaluation was structured around two broad questions: - What difference has the SP 2014-2017 made to sustainable and accelerated development of the Pan-African Parliament; -What are the specific contributions of the SP to the changes (outcomes) that took place at Member States, Caucuses, Bureau, Permanent Standing Committee, PAP Secretariat levels?
39. The target audience for the evaluation was composed of the PAP Bureau, the 11 PAP Standing Committees (representing the Parliamentarians in the Member States), PAP Secretariat, and external stakeholders (other AU Organs & National Parliaments). In addition, the evaluation was also based on the results of a comprehensive SWOT Analysis conducted in July 2017 that provided a collective and over-riding analysis of the PAP situation as impacted upon by the implementation of the PAP business processes between 2014 and 2017.
40. A summary assessment of the performance (relevance, effectiveness, efficiency,) of the of the Strategic Plan 2014-2017 based on participatory consultation to obtain collective responses to the evaluation questions. The followings broad issues were generated as a result of analyzing the main findings, achievements, challenges and opportunities:
 - The SP 2014-2017 was too ambitious with many and diverse Strategic Objectives and Outcomes (e.g. filling positions, improving poor IT infrastructure, remuneration of the PAP staff). Although this created a funding gap, the PAP sustainability is considered as being solid and reliable;
 - The Strategic Objectives of the SP 2014-2017 were too many and overlapping, with very high expectations on the deliverables;
 - The implementation of the SP 2014-2017 did not enhance the visibility of the Pan-African Parliament;

Strategic Plan

- The implementation did not address the challenges such as the duplication of PAP roles of oversight and representation by other AU organs.
- Development of the new SP must be leading to achieving PAP's role in addressing the Agenda 2063 priority goals and commitments:

2.1.1. ACHIEVEMENTS

41. Overall, the relevance of the Six Strategic Objectives of the 2014-2017 Strategic Plan remained valid throughout the implementation period. Full ratification was not attained during the lifespan of the SP 2014-2017 and this resulted to the intensification of the advocacy for the adoption of a revised protocol.
42. The Pan-African Parliament further remained an important Organ in African Governance Architecture during the implementation to promote synergies, linkages and good working relations with all the AU Organs.
43. The progress in implementing the six Strategic Objectives of the SP 2014-2017 and in achieving the identified outcomes varied according to the implementation challenges that faced each SO. Most SOs realized the targets set in the Output Indicators or what was broadly set for the SO indicators.
44. The overall achievements are summarized below:

- **Strategic Objective 1:** Strengthen parliamentary legislative functions of the PAP – **Achievement were significant in this area:**

- The Pan-African Parliament Protocol was revised and approved to include details of parliamentary functions;
- Series of the Pan-African Parliament's statutory and non-statutory meetings successfully convened.
- Series of consultative and advisory reports tabled to the plenary;
- Regional Consultative meetings convened on various thematic issues;
- Number of member states ratifying and adapting the AU legal

instruments to their national context during the reporting period.

- **Strategic Objective 2:** Provide a platform to mainstream African voices and those in the Diaspora into the AU Policy Making Process - **Achievements were significant in this area:**

- Article 18 of the Protocol establishing the Pan-African Parliament requires the Pan-African Parliament to work closely with Parliaments of Regional Economic Communities and National Parliaments or other deliberative bodies of member states. Several Annual Speakers and Clerks Conferences were organized during the cycle of the Strategic Plan 2014-2017.
- Several Women and Youth Conferences were organized that provided a platform for African voices.
- Recommendations emanating from women, youth, and vulnerable groups forums that informed AU Policy and decision-making processes.

- **Strategic Objective 3:** Promote Human Rights, Democracy, and Good Governance in Africa - **Achievements were significant in this area:**

- Fact-Finding missions/ strategic missions undertaken to investigate human rights situations during the reporting period.
- PAP has participated in several Election Observer missions during the reporting period. See reports
- PAP came up with resolutions and recommendations based on fact finding missions on HR situations in AU Member States that informed AU actions (recommendations, statements)
- AU Member States that have ratified the Maputo Protocol, the African Court Protocol, and other Protocols during the reporting period.
- Number of PAP communications urging Member States to implement/sign up to APRM
- Number of APRM reports reviewed by PAP with recommendations generated

- PAP organized various events (conferences, workshops, sessions) where issues relating to the ratification of the PAP Protocol and other Human Rights protocols were debated.
 - **Strategic Objective 4: Promote Peace, Security, and Stability – Achievements were significant in this area**
 - Fact-finding, observer, and enquiry missions for promoting peace and security were undertaken and reported. For example, in line with the promotion of human rights principles, good governance and democracy in Africa, the Pan-African Parliament sent a fact-finding mission to the Republic of South Sudan to understand the political, peace, security and humanitarian situation in the country.
 - Pan-African Parliament Assembly resolutions, recommendations, etc. on peace and security that were submitted to the executive.
 - **Strategic Objective 5: Promote Integration and Development in Africa- very little has been achieved in this area:**
 - Issues of regional and continental integration such as, intra-African trade, market access, and harmonization of monetary policies were motivated by the Pan-African Parliament.
 - **Strategic Objective 6: Strengthen the Institutional Capacities of the PAP - Achievements were significant in this area:**
 - Skill development (technical & study visits) for both PAP Members and Staff;
 - Learning & Sharing, Knowledge Management, Communication and Advocacy: by (i)providing the platform Live Streaming of PAP Sessions and Committee meetings and lead to the improvement and utility of the PAP website;
 - Strategically: in developing a legal organogram and gradually advancing the structure of PAP that culminated in the employment of 70 staff out of 74 vacancies.
 - Partnership and coordination. The PAP Secretariat working through the Bureau have addressed the inadequate mechanism for coordination with regional/national parliaments through the annual Speakers, Clerks, Women, and Youth conferences and other MOUs which enhance the ratification of AU Protocols and common Positions on international issues.
 - Stronger harmonization & alignment with AU-System and an improvement in the cooperation with other AU-organs, particularly the collaboration on joint election observer mission.
 - Internal control systems have been improved;
 - Operational & administrative manuals (financial, human resource, monitoring and evaluation, audit, resource mobilization, security, procurement, travel, protocol, ICT, interpretation/translation, communication and procedural guide) have been put in place.
 - Series of Training on Result-Based Management for MPs and Staff have been conducted.
 - Quality of reports and budgetary analysis skills have improved.
- ### 2.1.2. CHALLENGES AND LESSONS LEARNED
- 45. Slow pace of ratification and domestication of the Pan-African Parliament Protocol and other AU Legal Instruments.** Promoting swift ratifications, quick domestication, and effective and efficient implementation of AU human rights instruments has been a major challenge faced by the Pan-African Parliament during the implementation cycle of the Strategic Plan. The Pan-African Parliament was weakened and challenged by low visibility and lack of political will to support ratification and domestication of the legal instruments by the Member States. Furthermore, the weak involvement of Pan-African Parliament in AGA activities, centralization of AUC control of AGA activities, inadequate funding for Committee activities, frequent change in PAP leadership, and lack of trust / credibility by other AU organs all impacted negatively to the advocacy for slow ratification of the PAP protocol and other AU Legal Instruments.
- 46. Absence of an independent financial resources.** Currently the budget of the PAP forms part of AU regular budget which must be passed by the Sub-Committee of the Permanent Resident Committee (PRC). This implies that the PAP cannot initiate or draw up its own

budget which limits the ability of the PAP to carry out activities independently especially as it relates to election observation and fact-finding missions. With the lack of control over its own budget, the PAP will continue to remain subservient to the PRC which makes final decision on the allocation of the AU resources.

47. Heavy dependence on Donor Funds. PAP depends on donor funding with regards to the implementation of programmatic activities. A majority of PAP's activities are donor-funded.

48. Poor and weak institutional capacity the bottlenecks slowing down the move to harmonized legislative functions are the same that dissipate any energy or effort intended to enhance the PAP's institutional capacity. Any attempt to enhance the institution capacity is challenged by the absence of administration procedures, Dual MPs mandates, Limited skills in PAP core areas such as legal drafting and limited PAP public participation. These handicaps are reflected in shortage of staff and high turnover of PAP Clerk, leading to slow progress towards sustainability of the Parliament. Furthermore, such limitations when associated with limited synergy with AUC, lack of research capacity, media, and communication capacities, low solidarity spirit and ineffective coordination impact on mobilizing African (domestic) resources leading to budgetary constraints and weakened programmes.

49. Overambitious Objectives Targets for SP2014-2017. During the design of Strategic Plan 2014-2017, the drivers were anticipated as those of the SDGs and Agenda 2063, but without the identification of specific goals or operational measures. Those were reflected in thinly spread six Strategic Objectives and a very wide range of Strategic Objectives Indicators and Output indicators. The proposed Outcomes and Impacts (solutions) of the Strategic Objectives were too many and too ambitious, heterogeneous and diverse. In reality, the alignments were not supported by clearly defined, cause-effect based and time-bound implementation logic. This was reflected in poorly understood strategic result framework (SRF) not sufficiently operational or involving PAP stakeholders.

50. Absence of knowledge management, information sharing,

communication and advocacy instruments to enhance its visibility PAP needs to be able to develop relevant model laws, to address centralization/decentralization issues, be equipped with communication and networking capacities and to be able to develop smart strategies to turn the existing negative perception of the Pan-African Parliament. In spite of the fact that PAP has a focal person in every national Parliament, there were no well-defined operational communication and visibility plans during the implementation of the SP 2014-2017. The concern about visibility was raised during the consultative process with stakeholders which called for the need for an enhanced communication capacity, visibility of the PAP and knowledge sharing with regional parliaments.

51. Inadequate technical and financial resources limiting full operationalization Of the M&E in the PAP to meet expectations. Fully operational and action-oriented PAP needs the support of an M&E system that assures credibility of data and information, evaluates performance and functions as/ or is supported by a "knowledge clearing house" that generates, and shares experiences and lessons learned from achieved indicators reflecting the needs and aspirations of the PAP's stakeholders along a vibrant and evolving value chain. Accordingly, the following challenges need be addressed:

- Inadequate technical and financial resources which limits the full operationalization of the M&E in the PAP to meet expectations.
- Limited staff in the M&E office as the Unit disposes of one staff member only. This is an office which requires a minimum of three well-qualified persons.
- Performance reporting based on Strategic Objective Indicators and Outcome Indicators, and not relying on activities implemented to evidence the achieved results.
- Absence of knowledge management in the PAP.
- Absence of budget dedicated to supporting fact-finding missions, pre and post-election observations and other monitoring activities.
- Lack of risk mitigation systems needed to minimize risk factors

associated with the implementation of the Strategic Plan.

52. In specific, challenges were summarized as follows:

- Quest for full legislative powers remains a challenge;
- Inadequate budget which impact negatively on the work of the PAP Permanent Standing Committee.
- Lack of autonomy over the AU budget which limits PAP's oversight role; and
- Inability of the Pan-African Parliament to observe elections in Africa independently
- Ratification and domestication of PAP Protocol, AU Human Rights and other AU Legal instruments is still slow
- Problem of attribution since the PAP does not implement activities directly but exercise its oversight, advisory and consultative role;
- Low visibility of the PAP which impacts negatively on the ratification of the PAP revised Protocol.
- Sustainability: The SP 2014-2017 was too ambitious with many and diverse SPs and Outcomes and key sustainability aspects were left out right at the beginning of the implementation. No mechanisms in place to ensure that the benefits accruing during the implementation of the SP 2014-2017 are sustained.

2.1.3 CONCLUSIONS

53. The review of the implementation of the PAP Strategic Plan (SP) 2014-2017 offered three conclusions:

- I. The overall performance of the Strategic Plan (relevance; effectiveness and its attributes - sustainability, partnership, capacity building, learning, sharing and knowledge management; and efficiency) was adequately positive and contributed to realizing its objectives;
- II. The implementation of the Strategic Plan contributed minimally to the foreseen targets of enhancing the capacities of PAP for resource mobilization and forging strategic partnerships; and

III. The Strategic Plan has failed to address the need for financial independence through effective and sufficient financial resource mobilization.

2.1.4 RECOMMENDATIONS

54. Recommendation 1: To establish an effective mechanism for the speedy ratification of the revised protocol in order for Pan-African Parliament to play an instrumental role in the speedy ratification of the revised protocol, it need to be visible to the member states and must have the capacity to push the governance platform. However, this undertaking is difficult under the present status of frequent change in Pan-African Parliament leadership and lack of trust/ credibility by other AU organs. These were further complicated by the weak institutions and the economic and political instability of several African countries. Further complication is the extent of diversity of the member states and the democratic process in general and the lack of an approach for harmonizing diversity.

55. Recommendation 2: To maintain functional, effective knowledge management, communication, documentation and reporting. An integral linkage between all information dissemination systems would lend to Pan-African Parliament reports an action-oriented approach that integrates information sharing with up-to-date analytical approaches that focuses on sharing experiences with the purpose of disseminating learned lessons as tools for advocating good practices Pan-African Parliament should also endeavor to diversify its website and communication outlets and should harness developments in social media communication. The utility of such information outlets will also be strengthened by strengthening the capacities of the MS and the Regional institutions (e.g. Regional Economic Communities -RECs).

56. Recommendation 3: To enhance the visibility of the PAP and develop smart and creative resource mobilization strategy: So far Pan-African Parliament relies on certain donors, especially EC. Effort to attract national and regional entrepreneurs, national donors as minimal or non-existing. There is need for Pan-African Parliament to develop relationships with new donors in a

way that ensure a consistent flow of funds This momentum need to be reinforced by establishing smart, creative and robust resource mobilization strategy capable of attracting new donors and diverse funding.

- 57. Recommendation 4: To establish measures for strengthening the Pan-African Parliament institutions and bodies.** PAP internal organs are limited to the Plenary, Bureau, Regional Caucuses, the Permanent Standing Committees and the Secretariat. However, there is need to expand the institutional outreach to research and academic institutions capable of identifying priority needs for research, training and knowledge dissemination in structured and sustainable basis. The Pan-African Parliament could link these with outreach mechanisms (early reaction, rapid response, global and continental).
- 58. Recommendation 5: To enhance collaboration and synergy between the Pan-African Parliament and AUC and other AU institutions.** The opportunity is to address this recommendation within the framework H.E. Paul Kagame report on the proposed recommendations for the institutional Reform of the African Union. The recommendation offers PAP and AUC the opportunity to develop a coordinated plan that assists in enhancing the managerial capacities, ensures accountability of performance at all level, ensures coordination of all relevant bodies (AGA, PRC, RECs) and improve synergy among all AUC departments and PAP.
- 59. Recommendation 6: To establish a Pan-African Parliament's M&E System to support the implementation of the new Strategic plans:** There is need for an M&E system that provides support for monitoring progress in the various Pan-African Parliament initiatives. This system needs to be linked with the implementation of the new Strategic Plan.
- 60. Recommendation 7: To facilitate an intensive resource mobilization approach needed to reduce the financial gaps with the aim of making Pan-African Parliament self-sufficient and independent to undertake its oversight responsibilities fully.**

CHAPTER 3: THE STRATEGIC PLAN 2019-2023

3.1. FORMULATION PROCESS OF THE SP 2019-2023

3.1.1. THE THEORY OF CHANGE (BETWEEN 2019 AND 2023)

61. The Strategic Plan 2018-2023 is motivated by the **Theory of Change** reflecting the time-wise planned aspiration and commitment of the Pan-African Parliament's stakeholders for a determined change aimed at shifting the status quo to a highly visible, relevant, and well achieving Organ of the African Union.
62. The Theory of Change is geared towards achieving the declared AU commitments for a continent where the voices of the African people are mainstreamed into its functions and business processes to promote popular participation and representation of the African peoples in decision-making, good governance, representation, oversight, accountability and transparency.
63. The **change focuses on:** a Pan-African Parliament at the helm of the architectural processes aimed at the speedy transformation of the African continent; a continent where mobility and dialogue are the norm supported by healthy and peaceful environment; a continent where research contributes to shared knowledge that enhances food security, human dignity and wellbeing; a self-reliant continent able to meet its commitments and aspirations; a Pan-African Parliament with strengthened oversight capacity and ability to make decisions on AU budgetary mechanism; and a Pan-African Parliament that enjoys visibility and respect to be entrusted to observe and monitor elections independently and peace initiatives throughout the continent. The PAP TOC is focused and geared to achieving its ultimate goal of being a truly African legislative platform with the full understanding that the new protocol must be ratified within the first two years of the implementation of the SP 2019-2023 supported by strengthened institutional capacity and effective execution of its current Advisory and Consultative Mandate (Figure 3.1).



THE THEORY OF CHANGE

Transform the Pan African Parliament from Consultative Advisory Body to a strongly Legislative function

CURRENT (HISTORIC) OUTCOMES

- Consultative & advisory role
- Partially ratified revised protocol & other UN instruments

Continental/regional action on issues related to legislation, policy regulations and administrative procedures

Strengthened oversight capacity of national Parliaments

Continental mechanism for bringing and sustaining democratic values

Institutionalize the observation of elections in African countries

Promoted gender parity and youth opportunities

Tolerance for diversity with diverse political affiliations.

Minimal contribution to resource mobilization and forging strategic partnerships

Lack of MPs effective and sufficient financial support from National Parliaments

INFLUENCED BY:

- The evolution of the PAP over the years as affected with the progress of national parliamentary and democratic systems
- Introducing new approaches for PAP's engagement coherent with its vision, mission, core values and overall mandate
- Handicapped by poor synergy between PAP and the AUC specially towards the timely implementation of Agenda 2063

FEATURES:

- Poor Transparency
- Overlapping thematic and technical Committees
- Lost opportunity of coordinating AGA
- Lack of common laws and common strategies
- High Transaction Cost
- Funding gap



THE THEORY OF CHANGE

Transform the Pan African Parliament from Consultative Advisory Body to a strongly Legislative function

LONG-TERM SUSTAINABLE OUTCOMES

<p>FULLY LEGISLATIVE PAP</p>	<p>INCREASED AWARENESS</p>	<p>PROMOTED MOBILITY & DIALOGUE</p>
<p>Voices of the African people mainstreamed into its functions and business processes specifically law making, representation, subsidiarity, democratization and ratification</p>	<p>An increased awareness amongst African citizenry on AU decisions and policies.</p>	<p>Promote mobility and dialogue of parliamentarians and legislators between MS, Regional Bodies and PAP.</p>
<p>ENHANCED INSTITUTIONAL CAPACITY</p>	<p>ACTION PLAN</p>	<p>RESEARCH, KNOWLEDGE MANAGEMENT & DISSEMINATION</p>
<p>Enhanced PAP institutional capacity for coordination, participation and partnership.</p>	<p>Operationalization of the action plan for the Ten Year Human Rights Strategy for Africa.</p>	<p>Enhanced knowledge generation and utilization for effective function and visibility of the PAP.</p>

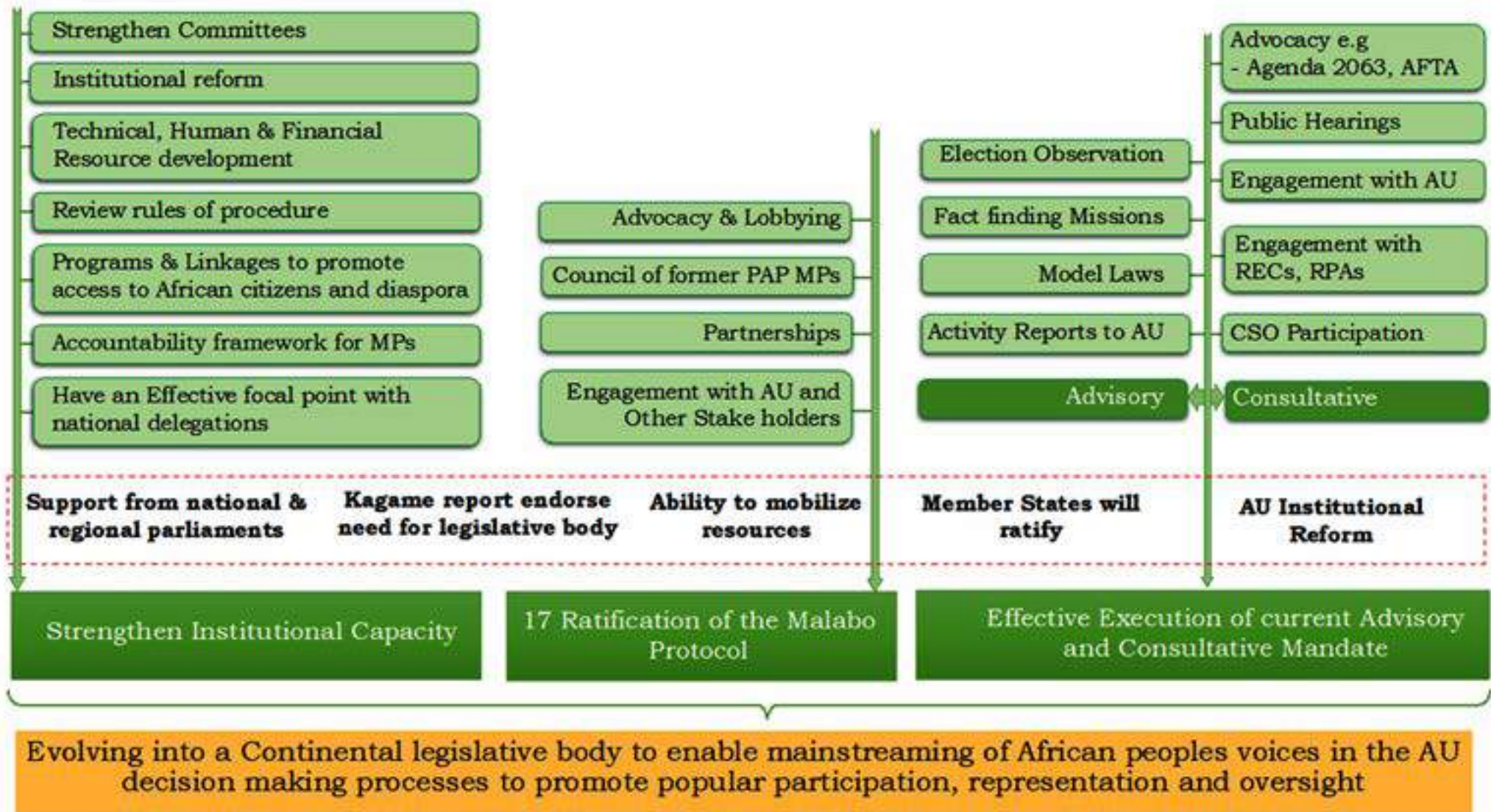
INFLUENCED BY

- Ratified revised protocol
- Fully functional legislative bodies
- Highly visible PAP
- Strengthened oversight capacity of PAP

FEATURES

- More transparency
- Streamlined and reduced overlap within committees
- Strategic synergy with AUC
- Adoption of common laws and common strategies
- Low transaction cost
- Self-reliance and closed funding gaps

Figure 3.1 TOC flowchart for achieving the anticipated change by end of the SP 2019-2023



3.1.2 THE LOGICAL STRUCTURE OF THE STRATEGIC PLAN

Strategic Objective 1. Strengthening parliamentary functions of the PAP

Pan-African Parliament in supporting timely implementation of the continental and global initiatives impacting on the freedom, security and wellbeing of the African people.

Objective:

64. To strengthen the Pan-African parliament as a representative body of the African people so that it plays its parliamentary functions effectively in the realization of Agenda 2063, post 2015 UN development Agenda and SDGs and other AU and Int'l initiative Also, the Pan-African Parliament will be highly committed to realizing the recommendations in H.E. Paul Kagame Report for the Institutional Reform of the African Union and to the AU Transformation objectives.

Context:

65. While the long-term goal of the Pan-African Parliament is to exercise full legislative power, its current functions are advisory and consultative. Since inception, the evolution of the Pan-African Parliament was influenced by the progress of the national parliamentary and democratic systems. This is mainly because the legislative composition and nature vary between countries (e.g. some parliamentarians are elevated, and some are nominated or assigned). This situation impacts on: the extent of coordination and harmonization of national laws, policies and programmes; the activities of Africa's parliamentary forums, and; the extent of good governance, transparency and accountability of the member states.

66. Therefore, the speedy ratification of the revised protocol during the first or at least the second year of the implementation of the Strategic Plan 2019-2023 is very crucial to the success of the Strategic Plan. This process requires enhanced visibility of the Pan-African Parliament, and a smart creative resource mobilization strategy.

67. Ratification will also facilitate greater synergy between Pan-African Parliament and the AUC, and would enhance the effectiveness of the

Challenges

- Inability to exercise full legislative power
- Slow pace of ratification and domestication of the revised Protocol, and other AU legal instruments (lack of support of member states);
- Broad and overlapping mandates of PAP and other AU organs in absence of unified functional models, thus leading to uneven or indecisive decision-making processes
- High turnover of MPs including the leadership of PAP
- Inadequate financial and human resources
- Insufficient interconnection between PAP and Other AU Organs
- Lack of autonomy over the AU budget which limits PAP's oversight role;
- Inability of the Pan-African Parliament to observe elections in Africa independently
- Lack of support by other AU organs to speed the ratification of 2014 PAP revised protocol
- Low visibility and lack of legal support by the member states who have diverse parliamentary functions and governance systems;
- Varied parliamentarian terms and legislative nature depend on each member country (some are elevated, and some are nominated or assigned);
- Weak or poor harmonization of the national laws, coordination and harmonization of policies, measures, programmes and activities of Africa's parliamentary forums;
- Varied levels of governance, transparency and accountability among the member states;

- Absence of internal planning strategy, poor involvement of Pan-African Parliament in AGA activities, centralization of AUC control of AGA activities and poor funding;
- Frequent change in Pan-African Parliament leadership;
- Weak institutions and the economic and political instability of several African countries;
- Absence of an independent financial resources.

Opportunities

68. Opportunities

- Diversity of the member states which can be advantageous in enhancing PAP visibility and increase the use of social media by the youth is critical for the PAP activities;
- H.E. Paul Kagame report on the recommendations for the institutional Reform of the African Union calls for restructuring and improving AUC relations with Pan-African Parliament and ensure performance and accountability at all levels;
- Member States can host Pan-African Parliament focal points and events which can be advantageous in enhancing visibility;
- The ratification of PAP protocol will enhance the legislative and oversight of PAP;
- Dual membership of parliamentarian;
- Sound and productive relationship between the Pan-African Parliament and the External Partners (e.g. EC).

Value proposition of the Pan-African Parliament

69. Considering its niche and experience as a consulting and advisory body to the national Parliamentarians for over two decades, its evolving mandate, and specifically its experience in supporting the enhancement of rule of law, democracy and human rights at the continental, regional and national levels, the PAP aims to address the

challenges and opportunities defined above with the aim of achieving breakthroughs and successes in the following areas:

- Ratification of the revised Protocol (of June 2014) by year 1 or year 2 of the Implementation of SP 2019-2023;
- Strengthening visibility and legal support by the member states who have diverse parliamentary functions and governance systems;
- Harmonizing national laws, coordination and harmonization of policies, measures, programmes and activities of Africa's parliamentary forums;
- Enhancing governance, transparency and accountability of the member states;
- Reducing overlapping mandates of the Permanent Committees in the absence of unified functional models thus leading to uneven or indecisive decision-making processes;
- Strengthening Pan-African Parliament's internal planning strategy and its involvement in AGA activities;
- Increasing funding from independent external and local resources;
- Expanding the tasks and mandates of the Pan-African Parliament focal points in the member states to improve the PAP visibility;
- Strengthen the relation with regional and Continental Parliament;
- Drafting and dissemination of model laws;
- Strengthen PAP internal planning strategy and its involvements in AGA and other AU initiative;
- For the PAP to play its oversight and legislative role.

Outcome (s)

70. Outcomes

- Strengthened role of the PAP in governance reflected in operationalized and visible clusters (rule of law, humanitarian affairs, human rights, governance and democracy);

Strategic Plan

- Strengthened and functionalized organs of the Pan-African Parliament, regional and national levels e.g. to draft model laws and to implement mechanisms to strengthen harmonization of laws;
- Fully legislative PAP with the voices of the African people mainstreamed into its functions and business processes specially law making, representation, democratization and ratifications of AU legal instrument;
- Increased awareness amongst African citizens on AU decisions, policies and initiatives (Agenda 2063, African Passports, Free movement of goods and services African Continental FTA (CFTA).

Milestones Indicators

71. Showing progress towards achieving the strategic objectives (to be monitored at base, midterm and end of SP):
- Parliamentary organs with capacity to develop oversight mechanisms and advocate model laws, human rights, governance and democracy initiatives;
 - The legislative powers of the Parliament with clear extent and content;
 - Rule of law, reliable public institutions, free and fair elections;
 - Specific indicators of mainstreamed voices of the African people (e.g. law making, representation, public hearings democratization and ratification).

KRAs

72. Key Result Areas

- Synergy and linkages with AUC reinforced and expanded
- Secretariat functionality strengthened to achieve mandate of Pan-African Parliament
- Pan-African Parliament involvement in AGA activities strengthened

and activated

- Ratification process for the revised protocol enhanced and strengthened
- PAP involvement in AGA and in other AU initiatives strengthened and activated;
- Trust/credibility of Pan-African Parliament by other AU organs enhanced
- Pan-African Parliament legal drafting and developing the rules of procedure skills developed
- Synchronizing and improving working relations with AU organs e.g. Permanent Representatives Committee (**PRC**), The African Court, the commission on gender, African Anticorruption Board, etc.
- Capacitate of PAP MPs and secretariat enhance.

Strategic Objective 2. Strengthening partnership, coordination, outreach and institutional capacity of the PAP.

Objective:

73. To support capacity revitalization and strengthening the PAP stakeholders (Parliamentarians PAP Secretariat, parliamentarians at REC and member state levels) through strengthening institutional arrangements that support coordination, partnerships, participation and outreach.

Context

74. Since inception as an OUC organisation and throughout its evolution within the forward looking strives of the AU to strengthen the capacities of the people of Africa the Pan-African Parliament coordinated institutional arrangements and empowerment mechanisms to realize its mandate to institutionalize a popular framework which allows citizens to engage and drive the processes that affect the continent.

The Pan-African Parliament was created as one of the Organs of the AU to: facilitate the effective implementation of its policies and objectives and; promote the principles of human rights and democracy in Africa, and; encourage good governance, transparency and accountability in member states. According to the relevant AU articles, the Pan-African Parliament was vested with legislative powers to be defined by the Assembly.

Challenges

75. Achieving the Pan-African Parliament mandate require effective institutions, coordination and partnership capacities as well as strategies needed to strengthen and speed up the transformation processes. Any attempt to enhance the above-mentioned capacities is challenged by:

- Absence of administration procedures, dual MPs mandates, limited skills in the core areas such as legal drafting, and limited public participation;
- Shortage of staff and high turnover of the Pan-African Parliament Clerk, leading to slow progress towards developing rules of procedure;
- Limited synergy with AUC, lack of research, media, and communication capacities and low solidarity spirit;
- Ineffective coordination impact on mobilizing African resources leading to budgetary constraints and weakened programmes.

Opportunities

76. Opportunities

- Large untapped and underutilized African civil society including diaspora contributing to PAP activities;
- Greater collaboration and synergies with AUC departments: For example, there are opportunities from implementing H.E. Paul Kagame recommendations that require developing coordinated

plans that assist in enhancing the managerial capacities and ensure accountability and performance at all level. Such opportunities would offer the Pan-African Parliament the mandate to make final decisions on AU budget, and to represent AU in monitoring election and voting in member states;

- The PAP media and communications unit and its social media advantage could be used to enhance partnership and coordination needed to vitalize the PAP institution.

Value proposition of the Pan-African Parliament

77. The Pan-African Parliament aims to address the challenges and opportunities defined above through:

- Increasing integration and coordination with AU policies that enhance its visibility;
- Increasing the number of skilled trained dialogue-oriented PAP staff and parliamentarians;
- Developing the capacity of the parliamentary institutions through selected un-overlapping committees to embrace relevant technical solutions to major challenges such as climate change, water scarcity and human health;
- Developing the capacity of the parliamentary institutions through selected un-overlapping committees to embrace oversight mechanisms and advocate model laws, human rights, governance and democracy initiatives;
- Paying attention to coordination and outreach capacities such as engaging in planned advocacy, enhanced visibility missions in countries in conflict and crisis and those with lower capacity in engaging parliamentarians in outreach and partnerships
- Addressing gaps in capacities and resources through advocating quality and usefulness of youth and women parliamentary networks at all levels.

Outcome(s)

78. Outcomes

- Promoted mobility and dialogue of parliamentarians and legislators between member states, regional bodies and the Pan-African Parliament;
- Enhanced capacities of the Pan-African Parliament to engage the parliamentarians in outreach and public activities at national, regional and continental levels;
- Enhanced capacity of the Pan-African Parliament to influence the positions and decisions of its structural bodies in sectoral and social (e.g. unmet health and social development) issues, and specifically to benefit the youth and women caucuses;
- Enhanced institutional capacity of the Pan-African Parliament for coordination, participation and partnership.

Milestones Indicators

79. Showing progress towards achieving the strategic objectives (to be monitored at base, midterm and end of SP)

- Integrated and coordinated AU policies leading to enhanced visibility of the Pan-African Parliament;
- PAP with coordination and outreach capacities such as engaging in planned advocacy, enhanced visibility missions;
- Skilled trained dialogue-oriented PAP staff and parliamentarians;
- Parliamentary institutions with capacity to develop oversight mechanisms and advocate model laws, human rights, governance and democracy initiatives;
- Quality and usefulness of youth and women parliamentary networks at all levels.

KRAs

80. Key Result Areas

- Capacities of PAP stakeholders (Parliamentarians, PAP Secretariat, parliamentarians at REC and member state levels) revitalized and strengthened
- Institutional arrangements to support coordination, partnerships, participation and the outreach strengthened
- Partnerships and inclusive participation arrangements promoted and enhanced.

Strategic Objective 3. Promoting Human Rights and Shared Values of the African Union**Objective:**

81. To promote the principles of human rights and democracy in Africa; to encourage good governance, transparency and accountability in Member States; and
82. To promote peace, security and stability. The Pan-African Parliament Protocol underscores the objective of giving the African peoples a voice through promoting human rights and democracy, the rule of law, transparency and accountability of member states, institute stability, peace security, social justice, gender equality and the democratic values of human dignity, equality and freedom.

Context

83. The Protocol of the Pan-African Parliament underscores the objective of giving the African peoples a voice through promoting human rights and democracy, the rule of law, transparency and accountability of Member States, institute stability, peace, security, social justice, gender equality and the democratic values of human dignity, equality and freedom. Since inception, the Pan-African Parliament has been

engaged in the promotion of the principles of human rights and democracy in Africa; to encourage good governance, transparency and accountability in Member States. An added value of the Pan-African Parliament is to promote tolerance for political diversity given that it is composed of elected or designated members from National Parliaments with diverse political affiliations. This value is basic for building trust and for initiating the principles of peaceful negotiations and harmony.

Challenges

84. The following challenges limit the Pan-African Parliament from achieving its mandates to support Human Rights and Shared Values of the AU:

- Lack of autonomy which limits PAP's oversight role relating to human rights, good governance and the rule of law;
- Inability of the Pan-African Parliament to observe elections in Africa independently;
- Slow rate of ratification and domestication of new PAP Protocol, AU Human Rights and other AU Legal instruments is still slow;
- PAP not being properly integrated into the AU Peace and Security architecture;
- Lack of legislative powers to effectively engage in conflict resolution activities.

Opportunities

85. Opportunities

- Availability of PAP generated resolutions and recommendations on the Human Rights situations in AU Member States which could assist in developing AU actions and recommendations;
- Access to forums such as Speakers' Conferences, Clerks' Meetings, Women and Youth Conferences, to influence and facilitate the

domestication of AU legal instruments in Member States;

- Direct contact with grass root organizations and the peoples of Africa
- Ratified protocols and declarations by AUC, AU RECs and AU Member States such as the Maputo Protocol, the Protocol relating to the African Court, and other Protocols;
- The Pan-African Parliament Assembly resolutions, recommendations, etc. on peace and security.

Value proposition of the Pan-African Parliament

86. Considering its experience in setting the foundation for a Continent that cherishes human rights as a core value, the Pan-African Parliament aims to address the challenges and opportunities defined above with the aim of achieving breakthroughs and successes in the following areas:

- Peace, security and stability within and across Member States;
- Human rights, including protections, safety, social justice, dignity, equality and freedoms related to gender, children and youth, the poor, and other vulnerable groups in Africa;
- Free, free and democratic elections among African Union (AU) Member States;
- Good governance among African Union (AU) Member States.

Outcome(s)

87. Outcomes

- Developed and promoted advisory services for the coordination of peace, security, stability, human rights, social justice and employment initiatives in Africa;
- Functionalized African Charter on the African Shared Values Instruments and Principles of Decentralization, Local Government and Local Development;

Strategic Plan

- Developed and implemented the action plan for the Ten-Year Human Rights Strategy for Africa;
- People-centered, politically and socially integrated and transformed PAP in harmony with AU Structure and aligned with Agenda 2063 aspirations and first phase targets;
- Improved perception of relevance of PAP to African citizens;
- Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched.

Milestones Indicators

88. Showing progress towards achieving the strategic objectives (to be monitored at base, midterm and end of SP)
- Number of ratifications of the African Charter on the Values and Principles of Decentralization, Local Government and Local Development.
 - Operational African Peace and Security Architecture, (APSA) Pillars.
 - Developed and implemented Action Plan for the Ten-Year Human Rights Strategy for Africa.

KRAs

89. Key Result Areas

- Good Governance, Respect for Human Rights, Justice, and the Rule of Law enhanced;
- Measures for inclusive growth and sustainable development established;
- Political and economic stability in Africa enhanced.

Strategic Objective 4: Strengthening Research, Learning & Sharing, Knowledge Management, Communication and Advocacy of PAP

Objective:

90. To support effective functioning of the Pan-African Parliament through research, knowledge management and dissemination and advocacy of PAP.

Context

91. The Pan-African Parliament needs many communication mechanisms. The coordination of all of these mechanisms will result in effective knowledge management and dissemination, The Pan-African Parliament has many reporting outlets through its widely browsed website. However, a coordinated linkage between all information dissemination systems could result to an action-oriented approach that integrates information sharing with up-to-date analytical approaches that focuses on knowledge management and dissemination. The Pan-African Parliament could further diversify its website and communication outlets and harness new developments in social media communication. The utility of such information outlets could also be strengthened by developing the capacities of the member states and the regional institutions (e.g. RECs).

Challenges

92. The concern about visibility was raised in most of meetings the Consultant held with the PAP's Permanent Committees. The Committees frequently called for enhanced communication capacity, visibility of the Pan-African Parliament AP knowledge sharing with regional parliaments. In order to support the stated objective and to sustain PAPs capacity as a strong institution with functional, effective knowledge management, communication, documentation and

reporting system, the PAP needs to address the following challenges:

- Inadequate visibility to showcase the work of the Pan-African Parliament.
- Lack of channels and strategies to improve the image of the Pan-African Parliament.
- Lack of a well-functioning network of parliamentary focal points in national and regional parliaments.
- Lack of feedback mechanisms between PAP, national and regional parliaments.
- Lack of properly defined public outreach and advocacy missions; insufficient use of former PAP parliamentarian network.
- Lack of information and document management systems to achieve an integrated e-Parliament.
- Lack of visibility needed for the development of relevant laws and bills, and for addressing centralization/ decentralization issues.
- Inadequate communication and networking capacities and lack of smart strategies needed to turn the existing negative opinion held by the member states.
- Lack of well identified communication and visibility plans during the implementation of the SP 2014-2017 and previous SPs. This happened in spite of the fact that the PAP has a focal person in every national Parliament and Conference of speakers.
- Lack of progress in fully implementing the provisions of Article 11 of the Protocol that allows the Pan-African Parliament to: examine, discuss or express an opinion on any matter; make any recommendations it may deem fit; request officials to attend its sessions, produce reports or assist it; or perform such other functions as it deems appropriate to advance the objectives of the Protocol.

Opportunities:

93. Opportunities

- The political mandate for Pan-African Parliament to strengthen information and knowledge management across the continent and to convene high level policy for a;
- Existence of a wide range of research Institutions, universities and vocational training Institutions – with nearly adequate manpower/ human resource capacities.
- Existence of technical, communication and information networks at regional and member states levels in areas such as climate change, public health, political science.
- Existence of many Pan-African Parliament communication outlets mostly through its widely browsed website and publications.
- The Malabo Protocol, which once in force, would define the legislative function of the Pan-African Parliament.
- Mandate of the Pan-African Parliament as a platform for the citizens of Africa to raise and discuss their concerns at a continental level.
- Availability of a wide range of research institutions and universities.
- Availability of technical, communication and information networks at national and regional levels.

Value proposition of the Pan-African Parliament

94. As the organ of the African Union with the mandate to represent the voices of the peoples of Africa, the Pan-African Parliament aims to address the challenges and opportunities defined above with the aim of achieving breakthroughs and successes in the following areas:
- Dissemination of African Union policies translated into regulations and model laws by the Pan-African Parliament;
 - Enhanced information sharing and communication between the Pan-

Strategic Plan

- African Parliament, national and regional stakeholders;
- Facilitated cooperation and development among Regional Economic Communities and their Parliamentary fora;
- Strengthened capacity for accessing, act as knowledge clearing house and dissemination of appropriate research results.;
- Enhanced capacity to promoting and facilitating strong linkages between science, sound decision making, coherent policies, regulations and laws;
- Improved data generation and information sharing to enhance communication and networking between different categories of stakeholders specifically between the parliamentarians at the continental, regional and national levels.

Outcome (s)

95. Enhanced research, knowledge management and dissemination for effective functioning of the Pan-African Parliament.

Milestones Indicators

96. Showing progress towards achieving the strategic objectives (to be monitored at base, midterm and end of SP).
- Extent of alignment of PAP Committees with the sector departments of the AUC.
 - Operational communication and advocacy procedures.
 - Effective and functional communication, documentation and reporting systems.
 - Policies and resolutions developed/ reviewed at Pan-African Parliament, Regional and member states levels on research knowledge/analyses, provided by established information sharing systems.
 - Smart and creative resource mobilization strategies developed and implemented.

- Outreach of the Pan-African Parliament information networks and degree of information sharing among member states and RECs.
- Knowledge sharing platforms on labour, employment, social protection amongst member states and RECs in place.
- Legislative acts adopted at Pan-African Parliament, regional and member state levels, disseminated through established information sharing systems.

KRAs

97. Key Result Areas

- Knowledge management, communication, networking and advocacy strengthened.
- Level of knowledge and skills of PAP members and staff in generation of knowledge and adoption of innovation enhanced.
- Research, information and reporting systems, networking/information sharing, and advocacy strengthened.
- Effective and functional documentation, communication and outreach systems enhanced.
- Policies/resolutions developed, and legislation reviewed by PAP based on research results and analyses provided by established information sharing and learning systems.
- Mechanisms that enhance capacity for data generation and knowledge management to strengthen planning developed and made operational.
- MPs terms of office focused and supported by mechanism for learning, sharing of experiences and preservation of the institutional memory.
- Network of former PAP parliamentarians revamped.
- Legislative acts adopted at Pan-African Parliament, regional and member state levels, disseminated through established information sharing systems.

Table 3.1 Key Results Framework (KRF) - Outcomes and Milestone Indicators Budget and Source of Funds

Strategic Objectives	Outcomes	The Milestone Indicators showing progress towards achieving the strategic objectives	Budget USD	Source of Funds
SO1 Strengthening parliamentary functions of the Pan-African Parliament	<ul style="list-style-type: none"> Strengthened and functionalized role of the Pan-African Parliament in governance reflected in operationalized and visible clusters (rule of law, humanitarian affairs, human rights, governance and democracy); Strengthened and functionalized organs of the Pan African Parliament, regional and national levels e.g. to draft model laws and to implement mechanisms to strengthen harmonization of laws; Fully legislative Pan-African Parliament with the voices of the African people mainstreamed into its functions and business processes specially law making, representation, democratization and ratifications; Increased awareness amongst African citizens on AU decisions, policies and initiatives (Agenda 2063, African Passports, Free movement of goods and services African Continental FTA (CFTA). 	<ul style="list-style-type: none"> Parliamentary organs with capacity to develop oversight mechanisms and advocate model laws, human rights, governance and democracy initiatives; The legislative powers of the Parliament with clear extent and content; Rule of law, reliable public institutions, free and fair elections; Specific indicators of mainstreamed voices of the African people (e.g law making, representation, public hearings democratization and ratification). 	<ul style="list-style-type: none"> 	

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<p>SO2 Strengthening partnership, coordination, outreach and institutional capacity of the Pan-African Parliament.</p>	<ul style="list-style-type: none"> • Promoted mobility and dialogue of parliamentarians and legislators between member states, regional bodies and the Pan-African Parliament; • Enhanced capacities of the Pan-African Parliament to engage the parliamentarians in outreach and public activities at national, regional and continental levels; • Enhanced capacity of the Pan-African Parliament to influence the positions and decisions of its structural bodies in sectoral and social (e.g. unmet health and social development) issues, and specifically to benefit the youth and women caucuses; • Enhanced institutional capacity of the Pan-African Parliament for coordination, participation and partnership. 	<ul style="list-style-type: none"> • Integrated and coordinated AU policies leading to enhanced visibility of the Pan African Parliament; • PAP with coordination and outreach capacities such as engaging in planned advocacy, enhanced visibility missions; • Skilled trained dialogue-oriented PAP staff and parliamentarians; • Parliamentarian institutions with capacity to develop oversight mechanisms and advocate model laws, human rights, governance and democracy initiatives; • Quality and usefulness of youth and women parliamentarian networks at all levels. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
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<p>S03 Promoting Human Rights and Shared Values of the African Union</p>	<ul style="list-style-type: none"> • Developed and promoted advisory services for the coordination of peace, security, stability, human rights, social justice and employment initiatives in Africa; • Functionalized African Charter on the African Shared Values Instruments and Principles of Decentralization, Local Government and Local Development; • Developed and implemented the action plan for the Ten-Year Human Rights Strategy for Africa; • People-centered, politically and socially integrated and transformed PAP in harmony with AU Structure and aligned with Agenda 2063 aspirations and first phase targets. • Improved perception of relevance of Pan African Parliament to African citizens 	<ul style="list-style-type: none"> • Number of ratifications of the African Charter on the Values and Principles of Decentralization, Local Government and Local Development. • Operational African Peace and Security Architecture, (APSA) Pillars; • Developed and implemented Action Plan for the Ten-Year Human Rights Strategy for Africa. 	<ul style="list-style-type: none"> • 	
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<p>S04 Strengthening Research, Learning & Sharing, Knowledge Management, Communication and Advocacy of Pan-African Parliament</p>	<ul style="list-style-type: none"> Enhanced research, knowledge management and dissemination for effective functioning of the Pan-African Parliament 	<ul style="list-style-type: none"> Extent of alignment of PAP Committees with the sector departments of the AUC; Operational communication and advocacy procedures; Effective and functional communication, documentation and reporting systems; Policies and resolutions developed/ reviewed at PAP, Regional and MS levels on research knowledge/ analyses, provided by established information sharing systems; Smart and creative resource mobilization strategies developed and implemented; Outreach of the PAP informatic networks and degree of information sharing among member states and RECs Knowledge sharing platforms on labour, employment, social protection etc amongst member states and RECs in place. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
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3.1.3. THE STRATEGIC AND TECHNICAL CONTEXT OF THE SP

98. The SP 2019-2023 will be responsive to the requirements needed by the Pan-African Parliament to support the national and the regional parliaments to consolidate political development processes, good governance, transformation and democratization needed for human freedom and economic growth and wellbeing, especially young women and men in accordance with SDGs and the Goals and aspirations of Agenda 2063 in full synergy with all AU Departments. The new SP will in harmony with the recommendations of H.E Paul Kagame report that focuses administrative and political reform of AU through giving Pan-African Parliament leverage on being the supportive governance mechanism for transparent budgeting and financing of AU resources. Specifically, the new SP will be a driving force for the ratification by the MSs of the revised Protocol and will be.

99. The PAP Functions and future are totally dependent on the progress of the AUC. The evolution of the African Union (AU) since its inception in the form of the Organization of African Unity (OAU) in 1963 to its present form in 2001¹ tells volumes about the efforts of a continent faced with challenges of magnitudes beyond the grasp of its forefathers. Both the OAU and AU were built on the ideals of African unity and anchored in the values of respect, tolerance, and solidarity that all Africans share and strive to maintain. However, the lessons learned point to the need for pragmatism rather than well wishes, solidarity rather than rhetoric, team spirit and separate of roles rather than competition.

100. The most recent report by H.E. Paul Kagame on the Proposed

¹ A major report on the AU Institutions and governing bodies is the **African Union Handbook 2017: A guide for those working with and within the African Union:** https://d3japsmkk00rot.cloudfront.net/wp-content/uploads/2017/02/AU-Handbook-2017_EN.pdf

The book has at its heart information about the principal organs established by the AU Constitutive Act and subsequent protocols: The Assembly; Executive Council; Permanent Representatives Committee; Specialised Technical Committees; Peace and Security Council; AUC and its technical; Pan-African Parliament; Economic, Social and Cultural Council; and judicial, human rights, legal and financial institutions. It also contains information about the specialised agencies and structures, as well as regional and other arrangements, including the Regional Economic Communities, which are the pillars of the AU and work closely with its institutions. Non-governmental organisations, inter-governmental organisations and political groups are not included, except where they have a formal agreement with the AU.

Recommendations for the Institutional Reform of the African Union² is an important pathfinder that offers the African governments, politicians, policy makers, strategists, scientists, educators, academicians and development experts a rare opportunity to reform the AU and its complicated and complex organisations and institutions. This report followed two major AU commissioned reviews by international firms. Therefore, important inscriptions in this PAP SP 2019-2023 are based on the following key challenges identified in H.E. Paul Kagame's Report:

- The chronic failure to see through African Union decisions has resulted in a crisis of implementation [SEP]
- A perception of limited relevance to African citizens [SEP]
- A fragmented organisation with a multitude of focus areas [SEP]
- Overdependence on partner funding [SEP]
- Underperformance of some organs and institutions due to unclear mandates [SEP] or chronic underfunding [SEP]
- Limited managerial capacity [SEP]
- Lack of accountability for performance, at all levels [SEP]
- Unclear division of labour between the African Union Commission (AUC), the
- Regional Economic Communities (RECs), other regional mechanisms (RMs), and Member States [SEP]
- Inefficient working methods in both the Commission and the Assembly

101. The table below summarizes Alignment of SP 2019-2023 Strategic Pillars and Priorities, with Agenda 2063, SDG, Kagame Report Recommendations and PANAF Priority Areas.

² Final AU Reform Combined report_28012017 (1).pdf

Table 3.2: Alignment of SP 2019-2023 with Agenda 2063, AUC SP Strategic Pillars and Strategic Priorities, SPAs, SDG Kegame Recommendations and with the PANAF

Strategic Objective (SO)	Agenda 2063		AUC		
	Aspirations	Goals	AUC Strategic Pillars	AUC Priorities	Strategic Priority Areas (SPAs)
SO1: STRENGTHENING PARLIAMENTARY FUNCTIONS OF THE PAP	<p>A2 An Integrated Continent, politically united, based on the ideals of Pan-Africanism;</p> <p>A6 An Africa whose development is people-driven, especially relying on the potentials offered by its youth and women</p>	<p>Goal 8: A United Africa</p> <p>Goal11: Democratic values, practices, universal principles of human rights, justice and rule of law introduced</p> <p>Goal 12: Capable institutions and transformative leadership in place</p> <p>Goal17: Full gender equality in all spheres of life</p> <p>Goal 18: Engaged and Empowered Youth and Children</p> <p>Goal 19: Africa as a major partner in global affairs and peaceful co-existence</p> <p>Goal 20: Africa takes full responsibility for financing her development</p>	<p>Peace and security;</p> <p>Social, Economic Human Development;</p>	<p>Peace and stability;</p> <p>Economic integration</p>	<p>Investing in the African People;</p> <p>Enhancing Africa's Role and Position in Global Context</p>
	<p>A7 Africa as a Strong, united, Resilient and Influential Global Player and Partner</p>	<p>Goal 20: Africa takes full responsibility for financing her development</p> <p>Goal 19: Africa as a major partner in global affairs and peaceful co-existence</p>			

SO2: STRENGTHENING PARTNERSHIP, COORDINATION AND INSTITUTIONAL CAPACITY OF THE PAP	A6 An Africa whose development is people-driven, especially relying on the potentials offered by its youth and women.	Goal17: Full gender equality in all spheres of life Goal 18: Engaged and Empowered Youth and Children Goal 12: Capable institutions and transformative leadership in place	Institutions, Capacity Building & Communication; Social, Economic Human Development; Integration, Cooperation Partnerships; Shared Values;	Institutional Capacity; Africa's human capacity; Women & Youth empowerment	Investing in the African People; Advancing Continental Integration; Governance Human Rights and Institutions;
	A1 A Prosperous Africa based on inclusive growth and sustainable development	Goal 2: Well educated citizens and skills revolution underpinned by science, technology and innovate Goal 3: Healthy and well-nourished citizens Goal 4: Transformed Economies???			Consolidating Peace and Security;
	A2 An Integrated Continent, politically united, based on the ideals of Pan-Africanism;	Goal 8: A United Africa Goal 9: Continental Financial and Monetary Institutions are established and functional Goal 20: Africa takes full responsibility for financing her development Goal 19: Africa as a major partner in global affairs and peaceful co-existence			Enhancing Africa's Role and Position in Global Context; Flagship Projects of Agenda 2063;
	A7 Africa as a Strong, united, Resilient and Influential Global Player and Partner	Goal 20: Africa takes full responsibility for financing her development Goal 19: Africa as a major partner in global affairs and peaceful co-existence			Service Delivery, Capacity Development, Partnership and Outreach

<p>SO3: Promoting Human Rights and Shared Values of the African Union:</p>	<p>A3 An Africa of Good Governance, Respect for Human Rights, Justice, and the Rule of Law</p> <p>A4 A Peaceful and Secure Africa</p> <p>A5 An Africa with a strong cultural identity, common heritage, values and ethics</p> <p>A6 An Africa whose development is people-driven, especially relying on the potentials offered by its youth and women.</p>	<p>Goal11: Democratic values, practices, universal principles of human rights, justice and rule of law introduced</p> <p>Goal 12: Capable institutions and transformative leadership in place</p> <p>Goal 13: Peace, security and stability is preserved</p> <p>Goal 14: A stable and peaceful Africa</p> <p>Goal 15: A Fully functional and operational APSA</p> <p>Goal 16: African cultural renaissance is pre-eminent</p> <p>Goal17: Full gender equality in all spheres of life</p> <p>Goal 18: Engaged and Empowered Youth and Children</p>	<p>Peace Security; Shared Values</p>	<p>Peace and stability; Institutional Capacity; Food security; Economic integration; Resource mobilization; Effective communication</p>	<p>Governance Human Rights and Institutions</p> <p>Consolidating Peace and Security;</p> <p>Consolidating Peace and Security;</p> <p>Environmental Sustainability;</p>
	<p>A4 A Peaceful and Secure Africa</p>	<p>Goal 13: Peaceful Security and Stability Preserved</p> <p>Goal 14: Stable peaceful Africa</p> <p>Goal 15??: A fully functional and operational APSA</p>			

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SO4: STRENGTHENING RESEARCH, LEARNING SHARING, KNOWLEDGE MANAGEMENT, REPORTING, COMMUNICATION AND ADVOCACY OF PAP	A2 An Integrated Continent, politically united, based on the ideals of Pan-Africanism A5 An Africa with a strong cultural identity, common heritage, values and ethics A7 Africa as a Strong, united, Resilient and Influential Global Player and Partner	Goal 10: World class infrastructure Priority Area: Communications and Infrastructure Connectivity Goal 16: African cultural renaissance is pre-eminent Goal 19: Africa as a major partner in global affairs and peaceful co-existence	Institutions, Capacity Building and Communication Integration, Cooperation Partnerships; Shared Values;	Effective communication; Resource mobilization;	Advancing Continental Integration;
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SDGs

The four SOs of the SP 2019-2023 will be broadly aligned with the following SDGs:

- **Goal 2:** End hunger achieve food security and improved nutrition and promote sustainable agriculture
- **Goal 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Statistical capacity building for SDGs
- **Goal 5:** Achieve gender equality and empower all women and girls
- **Goal 9:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
SDG12: ensure sustainable consumption and production patterns
- **Goal 13:** Take urgent action to combat climate change and its impacts
- **Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- **Goal 16:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

The four SOs of the SP 2019-2023 will be broadly aligned with the major recommendations of Kagame Report

- Efficient implementation of streamlined organization with focused areas^[SEP]
- Enhanced relevance to African citizens^[SEP]
- Clear mandates of some AU organs and institutions
- Division of labour between the AUC, the RECs, other continental and regional mechanisms such as PAP, and the MSs
- Sustainable and adequate funding resources
- Enhanced managerial capacity and accountability for performance at all levels^[SEP]
- Efficient working methods in both the Commission and the Assembly

PANAF Supporting PAP and other AU functions Priority Areas of the Joint Africa-EU Strategy Roadmap

Priority Area 1: Peace and Security Covered under African Peace Facility

Priority Area 2: Democracy, Good Governance and Human Rights

Priority Area 3: Human Development Science Technology and Innovation (STI); Higher education; Mobility, migration and employment

Priority Area 4: Sustainable and Inclusive Development and Growth and Continental Integration

Private Investment, Infrastructure and Continental Integration; Infrastructure (Energy, Transport, Water and Information Communication Technologies - ICT); Agriculture, Food Security and Food Safety

Priority Area 5: Global and Crosscutting Issues

Climate Change and Environment

Table 3.3. Permanent Committees' Alignment with SOs and KRAs

Strategic Objectives	Key Result Areas	Permanent Committees' alignment with KRAs	Committees Responsible
<p>SO1 Strengthening parliamentary functions of the Pan-African Parliament</p>	<ul style="list-style-type: none"> • Synergy and linkages with AUC reinforced and expanded. • Secretariat functionality strengthened to achieve mandate of Pan-African Parliament. • Pan-African Parliament involvement in AGA activities strengthened and activated. • Ratification process for the revised protocol enhanced and strengthened. • Trust/credibility of Pan-African Parliament by other AU organs enhanced. • Pan-African Parliament legal drafting and developing the rules of procedure skills developed. • Synchronizing and improving working relations with AU organs e.g. Permanent Representatives Committee (PRC), The African Court, the commission on gender, African Anticorruption Board, etc. 	<ul style="list-style-type: none"> • Speed ratification of the revised protocol. • Focus on bringing on board the legislative power. • Improvement from advisory to Legislative requires capacity building both for the PAP members • Improve PAP visibility • Improve Synergy between AUC bodies and PAP • PAP should have a leading role in AU Budgets (look at issues with PRC) • Harmonised national laws that could be used in all countries • PAP could exercise independence • PAP should have its own election desk and should monitor election. 	<ul style="list-style-type: none"> • Transport, Industry, Communications, Energy and Technology • Cooperation, international relations and conflict resolution • Rules, privileges and discipline • Justice and Human rights • Education, culture, tourism and human resources • Trade customs and immigrations • Audit and Public Accounts (CAPA) • Health, Labour and Social Affairs • Gender, Family, Youth and People with Disability • Monetary and Financial Affairs • Rural Economy, Agriculture, Natural Resources and Environment • Women Caucus • Youth Caucus

<p>S02 Strengthening partnership, coordination, outreach and institutional capacity of the Pan-African Parliament.</p>	<ul style="list-style-type: none"> • Capacities of PAP stakeholders (Parliamentarians, PAP Secretariat, parliamentarians at REC and member state levels) revitalized and strengthened. • Institutional arrangements to support coordination, partnerships, participation and the outreach strengthened. • Partnerships and inclusive participation arrangements promoted and enhanced. 	<ul style="list-style-type: none"> • A common Committees Platform needed for cooperation and sharing. • PAP visibility or sovereignty. • Improvement from advisory to Legislative requires capacity building both for the PAP members. • Need to work together with the RECs. • Objectives of the Committees aligned with Strategic Plan objectives. • Resources and actions to enhance its visibility. • Correlation between Illicit Financial Flows and Taxation. • Financial implications with regards to the ratification. 	<ul style="list-style-type: none"> • Transport, Industry, Communications, Energy and Technology. • Cooperation, international relations and conflict resolution. • Rules, privileges and discipline. • Justice and Human rights. • Education, culture, tourism and human resources. • Trade customs and immigrations. • Audit and Public Accounts (CAPA). • Health, Labour and Social Affairs. • Gender, Family, Youth and People with Disability. • Monetary and Financial Affairs. • Rural Economy, Agriculture, Natural Resources and Environment. • Women Caucus. • Youth Caucus.
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<p>SO3</p> <p>Promoting Human Rights and Shared Values of the African Union:</p>	<ul style="list-style-type: none"> • Good Governance, Respect for Human Rights, Justice, and the Rule of Law enhanced; • Measures for inclusive growth and sustainable development established; • Political and economic stability in Africa enhanced. 	<ul style="list-style-type: none"> • There are needs for laws in Human Rights and economics. • The concept of Youth Parliament should be adopted. • Need for legally binding Models Laws. • How to operationalize the SP. • Formulation of the Model Law on Food Security and Nutrition. • Impact on governance, employment, health, social education protection, housing etc. <p>More focus on Women, Children and Gender</p>	<ul style="list-style-type: none"> • Justice and Human Rights. • Gender, Family, Youth and People with Disability. • Rules, Privileges and Discipline. • Education, Culture, Tourism and Human Resources. • Rural Economy, Agriculture, Natural Resources and Environment. • Cooperation, international relations and conflict resolution. • Women Caucus. • Youth Caucus.
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<p>S04 Strengthening Research, Learning & Sharing, Knowledge Management, Communication and Advocacy of Pan-African Parliament.</p>	<ul style="list-style-type: none"> • Skills of PAP in generation of knowledge and adoption of innovation enhanced; • Research, information and reporting systems, networking/information sharing, and advocacy strengthened; • Effective and functional documentation, communication and outreach systems enhanced • Policies/resolutions developed, and legislation reviewed by PAP based on research results and analyses provided by established knowledge management and dissemination systems; • Mechanisms that enhance capacity for data generation and knowledge management to strengthen planning developed and made operational; • MPs terms of office focused and supported by mechanism for learning, sharing of experiences and preservation of the institutional memory; • Network of former PAP parliamentarians established. 	<ul style="list-style-type: none"> • Formulation of the Model Law on Food Security and Nutrition. • Relationship between PAP and the RECs. • Members to submit the SP to their various Parliament. • Enhance visibility of PAP by improved communication and networking capacities. • Need for communication intelligence Strategy. • Monitor Illicit Financial Flows and Taxation. 	<ul style="list-style-type: none"> • Rural Economy, Agriculture, Natural Resources and Environment. • Education, Culture, Tourism and Human Resources. • Health, Labor and Social Affairs. • Gender, Family, Youth and People with Disability. • Monetary and Financial Affairs.
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CHAPTER 4: IMPLEMENTATION, MONITORING AND EVALUATION

102. The Pan-African Parliament (PAP) Strategic Plan 2019-2023 puts forth the vision, mission and strategic objectives of the PAP for the defined period, as well as its operational model as driven by a Theory of Change. The Theory of Change describes how the Pan-African Parliament will attain the objectives of the strategic plan through the stipulated outcomes and the outputs to be defined in the implementation plan.

4.1 Implementation Arrangements

103. The implementation of the Strategic Plan will be through the internal governance structure of the Pan-African Parliament which comprises (i) the Plenary, (ii) the Bureau, (iii) the Regional Caucuses, (iv) the Permanent Standing Committees, and (v) the Secretariat.

4.1.1 The Plenary

104. The Plenary of Parliamentarians is the highest governance organ of the Pan-African Parliament. With its oversight and accountability role, the Plenary is empowered to scrutinize, summon and receive briefings and performance reports from the internal governance structure of the Pan-African Parliament and other AU institutions. The Plenary submits resolutions to inform Executive decisions.

4.1.2 Bureau of the Pan-African Parliament

105. The Bureau is accountable for the overall implementation of the strategic plan and will prepare and submit bi-annual performance (activity) reports to the Plenary and other reports as may be deemed necessary by the Plenary. The Bureau will ensure the mobilization and provision of adequate resources for the implementation of the plan.

106. Furthermore, the Bureau ensures compliance with African Union

procedures, especially adherence to and timely implementation of audit recommendations during the implementation period. It further oversees the conduct of the mid-term and final evaluations of the strategic plan.

4.1.3 Regional Caucuses

107. The regional Caucuses will track and ensure the implementation of regional activities. Specific among these will be the convening annual consultative fora with the Parliaments of the Regional Economic Communities and the National Parliaments; coordinate fact-finding missions; and election observer missions.

4.1.4 Permanent Standing Committees

108. Substantive work and overall implementation of the 4 Objectives of the strategic plan lies with the 11 Permanent Standing Committees. The Committees will develop and implement annual work plans and present reports to the Plenary at various intervals. The Committees will ensure the timely attainment of the Key Performance Indicators selected for each of the strategic objectives.

4.1.5 Secretariat of the Parliament

109. The Secretariat ensures the timely design, implementation, monitoring and evaluation of the annual institutional, departmental, unit and individual work plans. It undertakes resource mobilization and forge partnership with key stakeholders and development partners. The Secretariat, through the Committee Clerks, provides the requisite technical and other support to the standing committees and monitor the implementation of the committee work plans. The implementation of the result matrix for the strategic plan also lies with the Secretariat.

4.2 Monitoring, Evaluation and Reporting

110. The implementation of the PAP Strategic Plan is accompanied by a dedicated Implementation, Monitoring and Evaluation Framework (IM&EF) which is closely aligned with the M&E Framework designed for the First 10 Year Implementation Plan of Agenda 2063¹

4.2.1 Monitoring

111. Periodic monitoring and assessment will be conducted in order to examine the performance of the Strategic Plan 2019-2023. Monitoring will be undertaken to determine (i) the verification of results and quality assurance; and, (ii) learning and knowledge management. It further defines the Key Performance Indicators (KPIs) to track the achievement of targets set against each of the Key Result Areas at the Outcomes and Outputs levels along the results chain. The Framework further guides the identification of the annual priorities and targeted approaches for implementation, advocacy and resource mobilization.

112. The following tools will be developed to enhance the monitoring process:

- Development of M&E Plan for each Permanent Committee to track and report on performance
- Designing of Dashboard/Score Card for each Permanent Committee
- Selection of a minimum set of Core Key Performance Indicators (KPIs)

¹ It is worth noting that an Implementation Plan and Monitoring and Evaluation Framework will be developed in line with the Agenda 2063 Ten-Year Implementation Cycles; thus, the 2019 - 2023 implementation plan and M & E Framework for the PAP Strategic Plan will be developed and implemented within the framework of Agenda 2063 First Ten-Year Implementation Plan 2014 - 2023. The implementation cycles for future SPs will align with the Second Ten-Year Implementation Plan 2024 – 2033 of Agenda 2063, etc.

- Development and implementation of annual Institutional Work Plan; Departmental Work Plan; Unit Work Plans; and Individual Work Plans to form the basis for performance appraisals.

4.2.2 Evaluation

113. A Mid-Term Evaluation (MTE) and Final-Evaluation is foreseen during the lifespan of the Strategic Plan to measure progress made towards attainment of the expected outputs and outcomes through the defined milestone indicators and in line with the elements of PAP's Theory of Change. The focus of the evaluation will be to identify "changes" that are expected to have taken place because of the implementation of the Strategic Plan 2019-2023, thus giving emphasis to "effectiveness" of the Strategic Plan by focusing on the priority and important outcomes.

114. The evaluations will assess performance to determine **relevance, effectiveness, efficiency, impact, and sustainability** of the Strategic Plan 2019-2023 towards the ultimate goal of achieving the PAP objectives as enshrined in the 2019-2023 Strategic Plan. These combined criteria will allow the systematic and objective assessment of the PAP Strategic Plan 2019-2023 design, implementation and results as stipulated below:

- **Relevance:** well evidenced judgment to determine the continuous relevance of the 4 objectives of the strategic plan;
- **Effectiveness:** assessment of progress made towards the attainment of the key result areas
- **Efficiency:** internal control systems and the management of human, financial and other resources. It further seeks to determine the coordination mechanisms put in place for the timely implementation of planned activities.
- **Sustainability:** benefits accruing during the implementation of the strategic plan in terms of ownership, institutional capacities and financial independence to carry forward some of the benefits sustainably.

115. Learning is embedded in each stage of the implementation cycle, including learning from evaluative evidence to improve implementation.

4.2.3 Reporting

116. In line with Result-Based Management (RBM) principle, the timely preparation and submission of reports on implementation and performance is foreseen during the life span of the strategic plan. Reports will focus on outcomes and outputs achieved (effectiveness) and on activities implemented with resources invested (efficiency). The schedule of reports and those accountable are highlighted below:

PAP's Governance Structure	Reporting requirements
Bureau of PAP	<ul style="list-style-type: none"> a. Biannual Performance (Activity) Reports b. Bi-annual Reports to the Executive c. Joint Africa Europe Strategy (Monitoring report)
Regional Caucuses	<ul style="list-style-type: none"> a. Bi-annual reports to Plenary on status of ratification and domestication of the AU Legal Instruments & PAP Protocol b. Reports on fact-finding and election observer missions c. Annual Performance report to Joint Planning of Bureau & Bureauxes
Permanent Committees	<ul style="list-style-type: none"> a. Bi-annual Reports to the Plenary of PAP b. Annual Performance report to Joint Planning of Bureau & Bureauxes
PAP Secretariat	<ul style="list-style-type: none"> a. Monthly, Quarterly and Annual reports to PAP Bureau b. Budget Framework Paper to PRC c. Status of Implementation – recommendations of internal & external audits

4.3 Critical Success factors for effective SP 2019-2023 Implementation and M & E systems

117. Some of the critical factors required for the successful implementation of the Pan African Parliament (PAP) M&E framework are highlighted below:

4.3.1 Integrated and well-staffed M&E – KMD capabilities

118. Currently, the PAP secretariat M & E unit is grossly understaffed to undertake its functions effectively. Similarly, research, informatica and knowledge management systems are constrained by lack of orientation and integrated functions needed for developing and generating research results, data integrity, information processing, reporting and publishing, learning and sharing platforms and dedicated advocacy and outreach capacities. Under such conditions it would be problematic to support a meaningful and problem-solving implementation and M&E systems for the SP 2019-2023. Approval of the new SP need to be linked to the support of adequate human and financial resources for an M&E system well equipped and linked to Knowledge Management and Dissemination (KMD) capabilities.

4.3.2 Comprehensive Technical and Institutional Capacity

119. A strengthened technical and institutional capacity is a necessary pre-condition for the smooth and progressive implementation of the SP 2019-2023. The strengthened capacities will improve the operational efficiency of the PAP to promote measures aimed at organizational change, knowledge management, mainstreaming innovative idea, strengthen internal communication and debate, especially among the Permanent Committees and through an integrated synergy promotion programme with the relevant AUC departments and other Organs of the African Union. An important target of capacity building will be directed towards enhancing PAP visibility at the Member States level, empowering women and youth.

120. The following indicative areas are suggested with plans for further detailed focus during implementation:

- Organizational development: Designate an M&E resources pools from the members of PAP bodies, regional parliament and member states. The pool members will be trained to identify skilled staff who can train and coach their colleagues on a regular basis
- Institutional learning: Develop and support regular peer review processes/mechanisms between PAP members, PAP Standing Committees, Regional and National Parliaments, and relevant departments within AUC
- Research and Knowledge Management: Identify and build the capacity PAP research and knowledge sharing entities. PAP need to be a clearing house for the legislative and democratic experience of the Continent. This could be reinforced by strengthened collaboration and partnerships among the regional and national parliamentarians
- Communication and advocacy: Organize communication and advocacy campaigns to consolidate ownership, raise awareness, streamline and reduce overlapping committee thematic areas and enhance participation of the citizens in the implementation of the SP
- Resource mobilization: Develop measures – such as forging strategic partnerships - to enhance the capacity of the PAP for resource mobilization, financial gap analysis, public and private sector partnership.

Group coordinated by senior M&E Officer supported by a senior KM officer. The PAP Knowledge Management and Dissemination Team will manage and communicate information critical to the functioning of the System. The national and regional PAP focal points will support implementation through: (i) collection of data in the appropriate format; (ii) generation of relevant M&E information at the Member States level, and; (iii) ensure quality and integrity of data prior to submission to the SP technical working group.

Key actors and responsibilities

121. An overall unified and standardized **Implementation, M&E and Learning System (IMELS)** will be established to support the effective and timely implementation of the SP 2019-2023. The System will be supported by key actors representing the parliamentarians at the continental, regional and national levels, as detailed in the table 4.1 below. The key actors will be designated as a SP Technical Working

Table 4.1: SP 2019-2023 Knowledge and M&E Framework (KMEF) -key actors and responsibilities

Level	Key Actor(s)	Responsibilities
PAP	<ul style="list-style-type: none"> • PAP units (M&E; R, L & KM Directorate, ICT, SP Technical Advisory Committee) • Permanent Representative Committee • AUC • Development Partners 	<p>Developing and implementing activities to evidence the achieved results:</p> <ul style="list-style-type: none"> • Data generation, quality assurance, information and knowledge management, analysis and dissemination • Overall management of the M&E Unit (including budget and work plans) • Management of results and quality assurance • Communication, reporting and dissemination • Enhancement of knowledge sharing-culture • Overall support and advisory
Regional Parliaments	<ul style="list-style-type: none"> • PAP Regional offices (PAP Focal Points) • RECs • Development Partners 	<ul style="list-style-type: none"> • Regional level data generation, quality assurance, information and knowledge management, analysis and dissemination • Facilitation of M&E unit administration • Support to regional Communication, reporting and dissemination hubs and portals • Enhancement of knowledge sharing-culture
National Parliaments	<ol style="list-style-type: none"> 1. Member States 2. PAP Focal Points 	<ul style="list-style-type: none"> • National level data generation, quality assurance, information and knowledge management, analysis and dissemination • Facilitation of M&E unit administration • Support MS level communication, reporting and dissemination outlets • Enhancement of knowledge sharing-culture

Limitations and Risk

122. The PAP's Monitoring and Evaluation System faces two major fundamental limitations and risks such as (1) gaps in obtaining base-line information, which might inhibit setting realistic targets and reporting on selected indicators; and (2) limited resources both in terms of financial and man-power on delivery of the M&E System. These risks will be mitigated through a range of measures that includes developing a PAP SP 2019-2023 implementation risk management system. The system will allow for the analysis and monitoring of the following risk factors that have the potential of preventing SP 2019-2019 projects/programmes from reaching their objectives:

Internal factors (within the PAP domain): Poor planning (lack of staff, inadequate funding, inadequate problem analysis, insufficient stakeholder analysis, lack of adequate stakeholder awareness and ownership, overlapping functions of the Permanent Committees) and/or organizational issues (lack of commitment, poor management, etc.)

External factors: Such as the legal, political, economic, social, technological and environment factors that might affect the timely achievement of the Strategic Objectives as set out in the 2019-2023 PAP Strategic Plan.

Table: 4.2 Results Framework Matrix and contribution and alignment to the relevant initiatives

Strategic Objective 1. Strengthening parliamentary functions of the PAP

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION	Contribution/alignment to Agenda 2063 Medium Term Plan 2019 –2023, synergy with all AU Departments. The new SP will responsive to the recommendations of Kagame report that focuses administrative and political Reform
		Baseline (2019)	Midterm (2021)	Final (2023)		
KRA 1.1: Synergy and linkages with AUC reinforced and expanded						
KRA 1.2: Secretariat functionality strengthened to achieve mandate of PAP						

KRA 1.3: PAP involvement in AGA activities strengthened and activated						
KRA 1.4: Ratification process for the revised protocol enhanced and strengthened						
KRA 1.5: PAP involvement in AGA and in other AU initiatives strengthened and activated;						
KRA 1.6: Trust/credibility of PAP by other AU organs enhanced						
KRA 1.7: PAP legal drafting and developing the rules of procedure skills developed						
KRA 1.8: Synchronizing and improving working relations with AU organs e.g. Permanent Representatives Committee (PRC); The African Court, the commission on gender, African Anticorruption board, etc						

KRA 1.9: Capacitate of PAP MPs and secretariat enhanced.						
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SO2. Strengthening partnership, coordination, outreach and institutional capacity of the PAP.

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			DELIVERABLES AND MEANS OF VERIFICATION	Contribution/alignment to Agenda 2063 Medium Term Plan 2019 –2023, synergy with all AU Departments. The new SP will responsive to the recommendations of Kigame report that focuses administrative and political Reform
		Baseline (2019)	Midterm (2021)	Final (2023)		
KRA 2.1: Capacities of PAP stakeholders (PAP Secretariat staff, parliamentarians at REC and MS levels) revitalized and strengthened						
KRA 2.2: Institutional arrangements to support coordination, partnerships, participation and the outreach strengthened						
KRA 2.3: Partnerships and inclusive participation arrangements promoted and enhance						

SO3. Promoting Human Rights and Shared Values of the African Union:

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			DELIVERABLES AND MEANS OF VERIFICATION
		Baseline 2019	Midterm 2021	Final 2023	
					Contribution/alignment to Agenda 2063 Medium Term Plan 2019 –2023, synergy with all AU Departments. The new SP will be responsive to the recommendations of the Kigali report that focuses on administrative and political Reform
KRA 3.1: Good Governance, Respect for Human Rights, Justice, and the Rule of Law enhanced	# of				
KRA 3.2: Measures for inclusive growth and sustainable development established	# of # of				
KRA 3.3: Political and economic stability in Africa enhanced	# #				

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S04: S04: Strengthening Research, Learning & Sharing, Knowledge Management, Communication and Advocacy of PAP Results Framework Matrix

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			DELIVERABLES AND MEANS OF VERIFICATION	Contribution/alignment to Agenda 2063 Medium Term Plan 2019–2023, synergy with all AU Departments. The new SP will responsive to the recommendations of Kigame report that focuses administrative and political Reform
		Baseline 2019	Midterm 2021	Final 2023		
KRA 4.1: Knowledge management, communication, networking and advocacy strengthened;						
KRA 4.2: Level of education and skills of PAP Staff and parliamentarians in generation of knowledge and adoption of innovation enhanced	% No. of					
KRA 4.3: Research, information and reporting systems, networking/ information sharing, and advocacy strengthened	No.					
KRA 4.4: Effective and functional documentation, communication and outreach systems enhanced	No. No. No. of					

<p>KRA 4.5: Policies/resolutions developed, and legislation reviewed by PAP based on research results and analyses provided by established information sharing and learning systems</p>					
<p>KRA 4.6: Mechanisms that enhance capacity for knowledge and data generation and management to strengthen planning developed and made operational</p>					
<p>KRA 4.7: MPs terms of office focused and supported by mechanism for learning, sharing of experiences and preservation of the institutional memory</p>					
<p>KRA 4.8: Network of former PAP parliamentarians revamped</p>					
<p>KRA 4.9: Legislative acts adopted at Pan-African Parliament, regional and member state levels, disseminated through established information sharing systems</p>					

CHAPTER 5: RESOURCE REQUIREMENTS FOR THE IMPLEMENTATION OF 2019-2023 STRATEGIC PLAN.**5.1 Resource Requirements****5.1.1. Budget**

123. The projected total programme budget for the PAP 2019-2023 Strategic Plan is estimated at **USD 48,034,087**. The allocations for the respective four proposed Strategic Objective Areas and the budget for the support staff required are summarized in the Table below:

124.

Table 5.1. PAP Strategic Plan budget allocations by strategic objectives

STRATEGIC OBJECTIVE	BUDGET (USD)
Strategic Objective 1: Strengthening parliamentary functions of the PAP	19,683,844
Strategic Objective 2: Strengthening partnership, coordination, outreach and institutional capacity of the PAP	6, 578,677
Strategic Objective 3: Promoting Human Rights and Shared Values of the African Union :	17,213,996
Strategic Objective 4: Strengthening Research, Learning & Sharing, Knowledge Management, Communication and Advocacy of PAP	1, 258,920
Technical Support required for implementation of the Strategic Plan	3,298,650
GRAND TOTAL	48,034,087

125. Table 5.2 below provides an indication of the budget allocation required per fiscal year and by Strategic Objective area for the entire Strategic Plan implementation period. Strategically PAP should put emphasis on strategic priorities 1 and 3 as these will be the strategic niche for the mobilization of financial resources required during the implementation of the strategic plan as shown below.

Table 5.2. Budget allocation by strategic objective area spread by fiscal 2019-2023

STRATEGIC OBJECTIVE	FISCAL YEARS				TOTAL USD
	2019	2020	2021	2022	
Strategic Objective 1: Strengthening parliamentary functions of the PAP	3,936,769	5,249,025	5,249,025	5,249,025	19,683,844
Strategic Objective 2: Strengthening partnership, coordination, outreach and institutional capacity of the PAP	1,315,738	1,754,313	1,754,313	1,754,313	6, 578,677
Strategic Objective 3: Promoting Human Rights and Shared Values of the African Union	3,442,799	4,590,399	4,590,399	4,590,399	17,213,996
Strategic Objective 4: Strengthening Research, Learning & Sharing, Knowledge Management, Communication and Advocacy of PAP	251,784	335, 712	335, 712	335, 712	1, 258,920
126. Technical Support required for implementation of the Strategic Plan	909, 210	796, 480	796, 480	796, 480	3,298,650
GRAND TOTAL	9,856,300	12,725,929	12,725,929	12,725,929	48,034,087

5.1.2. Financial Arrangements

127. The financial arrangements are detailed below

- a. **Member States Contributions:** The Member States contributions are envisaged to support the Pan-African Parliament (PAP) operational costs and up to 10% of the programme budget for the life span of the Strategic Plan. The Pan African Parliament submits its Multi-Year Funding requirement and report on status of implementation for each fiscal year to the Permanent Representatives Committee (PRC) on an annual basis.
- b. **Collaboration with Development Partners:** Extra-budgetary resources are mobilized from traditional and other PAP partners to support the implementation of the following:
 - a. Annual Work Plans for all Committees Strategic Objectives 1, 2 and 3;
 - b. Secretariat activities relating to Strategic Objective 4, and
 - c. Cost associated with technical support in terms of consultancies and other related support required for the implementation of the Strategic Plan
- c. **Permanent Committees and Secretariat of the Pan-African Parliament (PAP) Resource Mobilization:** The Pan-African Parliament will develop a Resource Mobilization Strategy to provide guidance for the engagement of the PAP Permanent Committees and Secretariat to mobilize resources for the implementation of their programs and activities. In line with the principles of Results-Based Management (RBM), the PAP Secretariat will develop Annual Institutional Work Plans (AIWPs) in close alignment with the Strategic Plan. The IAWP will guide budget allocation per fiscal and mobilization of the requisite financial, human and technical resources for the implementation of planned activities.
- d. **Other Alternative Sources of Funding:** The Pan-African Parliament, as one of the Organs of the African Union, will rely on additional funding obtained from funds mobilized through the operationalisation of the AU Resource Mobilisation Strategy in line with recommendations of the **High Level Panel on Alternative Sources of Funding the African Union.**

128. The European Commission (EC), as a major traditional partner of the Pan-African Parliament, is currently implementing phase 1 of the Strengthening the African Human Rights System” programme of which the Pan-African Parliament is a direct beneficiary. Phase 2 of the programme will coincide with the implementation of the Pan-African Parliament 2019-2023 Strategic Plan, which would go a long way towards closing the funding gap required for the implementation of this Strategic Plan.

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PAP SP 2019 - 2023 WORK PLAN FOR YEAR ONE

SP 2019-2023 FIRST YEAR WORK PLAN		2019												BUDGET \$MILLION
		1	2	3	4	5	6	7	8	9	10	11	12	
SO1: STRENGTHENING PARLIAMENTARY FUNCTIONS OF THE PAP														19,683,844/5= 3,936768.8
KEY RESULT AREA														
Synergy and linkages with AUC reinforced and expanded <ul style="list-style-type: none"> Participation in AU summits Participation in PAP Committees Participation in PAP Sessions 		X		X		X	X		X		X			700,000
Secretariat functionality strengthened to achieve mandate of Pan African Parliament <ul style="list-style-type: none"> Training Revamped systems 		X	X	X	X	X	X	X	X	X	X	X	X	1,000,000
Pan-African Parliament involvement in AGA activities strengthened and activated <ul style="list-style-type: none"> AGA has its own budget Increased participation of PAP 				X								X		100,000
Ratification process for the revised protocol enhanced and strengthened <ul style="list-style-type: none"> Embark on an aggressive campaign to take PAP to the people Public hearings Research Media promotion Workshops 		X	X	X	X	X	X	X	X	X	X	X	X	1,000,000

	Trust/credibility of Pan-African Parliament by other AU organs enhanced.	X	X	X	X	X	X	X	X	X	X	X	X	0
	Pan-African Parliament legal drafting and developing the rules of procedure skills developed <ul style="list-style-type: none"> • Training of members • Hiring of legal drafters • Hiring of consultant • Workshops • Benchmarking 		X	X	X	X	X	X	X	X	X	X		450,000
	Synchronizing and improving working relations with AU organs e.g. Permanent Representatives Committee (PRC), The African Court, the commission on gender, African Anticorruption Board, etc <ul style="list-style-type: none"> • Inter organ bilaterals 	X	X	X	X	X	X	X	X	X	X	X	X	600,000
Total														3,850,000
SO2: STRENGTHENING PARTNERSHIP, COORDINATION, OUTREACH AND INSTITUTIONAL CAPACITY		1	2	3	4	5	6	7	8	9	10	11	12	6,578,677/5= 1,315,735.4
	Key result area													
	Capacities of PAP stakeholders (Parliamentarians, PAP Secretariat, parliamentarians at REC and member state levels) revitalized and strengthened <ul style="list-style-type: none"> • Study visits • Regional meetings • International conferences 			X	X	X	X	X	X	X	X	X	X	700,000
	Institutional arrangements to support coordination, partnerships, participation and the outreach strengthened <ul style="list-style-type: none"> • Communication and branding material 	X	X	X	X	X	X	X	X	X	X	X	X	300,000
	Partnerships and inclusive participation arrangements promoted and enhanced <ul style="list-style-type: none"> • Civil society engagement • Public hearings 			X	X	X	X	X	X	X	X	X	X	300,000
TOTAL														1,300,000

SO3. Promoting Human Rights and Shared Values of the African Union													2,295,000	
Key Result Areas:														
Good Governance, Respect for Human Rights, Justice, and the Rule of Law enhanced;													545,000	
Activities:														
Capacity Building on Election Observation		•	•	•	•	•	•	•					X	120,000
Fact finding Missions on Human Rights		•	•	X	•	X	X	•	X					120,000
Women's Conference		•	•	•	•	•	•	•					X	100,000
Speakers Conference		•	•	•	•	•	•	X						200,000
Women's day Celebration		•	X	•	•	•	•	•						5,000
Measures for inclusive growth and sustainable development established;													990,000	
Activities:														
Regional Consultative Meetings relating to Inclusive Growth and Sustainable Development (5 meetings)		•	•	•	•			X					X	800,000
Study visits		•	•	X		X	•	•	X				X	190,000
Political and economic stability in Africa enhanced													760,000	
Activities:														
Forums, Workshops, Campaigns, Conferences ...etc						X	X		X				X	760,000
TOTAL													2,295,000	

SO4: Strengthening Research, Learning & Sharing, Knowledge Management, Communication and Advocacy of PAP												2,678,000
Key Result Areas:												
Level of knowledge and skills of PAP members and staff in generation of knowledge and adoption of innovation enhanced;												360,000
Activities:												
Study Visits												120,000
Trainings (SAP, Audit, RBM)												240,000
Research, information and reporting systems, networking/information sharing, and advocacy strengthened;												733,000
Activities:												
Establishment of Research Unit Systems / Consultancy and Infrastructure												250,000
Staffing												468,000
Staff Trainings												15,000
Effective and functional documentation, communication and outreach systems enhanced;												1,160,000
Activities:												
Consultancy to develop Multifunction Knowledge Management System												60,000
Strengthen the IT infrastructure (Upgrade)												100,000
Upgrade of Chamber to Paperless Conference												1,000,000
Policies/resolutions developed, and legislation reviewed by PAP based on research results and analyses provided by established information sharing and learning systems;												Part of the Statutory Activities
Activities:												
Sessions												
Committee Sittings												

Mechanisms that enhance capacity for data generation and knowledge management to strengthen planning developed and made operational													No budget/ Merge with (Key Result 2)
MPs terms of office focused and supported by mechanism for learning, sharing of experiences and preservation of the institutional memory													125,000
Activities:													
Publications of relevant documents on Resolutions						X					X		5,000
Preparations of Policy briefs			X					X					20,000
Outsourcing of Technical Experts in specific areas.			X					X					50,000
Developing of PAP Website Communications				X	X	X							50,000
Network of former PAP parliamentarians established													300,000
Creation of Former PAP MPs Network (Inaugural Meeting)			X										100,000
Organize meetings of the network					X			X					200,000
TOTAL													2,678,000
GRAND TOTAL FOUR SOS													10, 123.000

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