

AFRICAN UNION

الاتحاد الأفريقي



UNION AFRICAINE

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**STRATEGIC PLAN OF THE COMMISSION
OF THE AFRICAN UNION**

Volume 3: 2004-2007 PLAN OF ACTION

**Programmes to Speed Up Integration
of the Continent**

May 2004

Prepared by: the Commission of the African Union

FOREWORD

This document represents the Third and Last Volume of the 2004-2007 Strategic Plan of the Commission of the African Union. After the Vision (Volume 1) and the Strategic Framework (Volume 2), it provides a detailed presentation of the Plan of Action which the Commission intends to implement by 2007.

This Plan of Action meets three major concerns:

- ❖ **Easy reading:** The Plan of Action is not intended to be a mere inventory of actions. Rather, it should constitute a clear and coherent whole, easily understood and digestible by Africans. This should be so because the actions contained in the Plan respond to the day-to-day concerns of the peoples of Africa. For this reason, the Commission has devoted its best energies to craft programmes that would serve as a platform for it to fulfil all its missions and, at the same time, produce enough visible and positive effect. This document therefore, translates the Vision into concrete actions. It also represents a long-term framework which would enable the Commission to focus on key results of the envisaged actions to be implemented by the year 2007.
- ❖ **Action geared to every day life:** This Plan of Action presents a clear-cut activities programme. Apart from the objectives of each programme area, the major events to be undertaken, together with their dates have also been clearly identified for the lifetime of the Plan of Action, that is, 2004-2007. Similarly, and as far as possible, the venues of the various activities have been indicated. These events, dates and venues, which for the most part, have been drawn from Member States' suggestions, are however only proposals, and are therefore open for further discussion.
- ❖ **Educational:** The overall Plan of Action of the Commission has been presented in this Volume in the form of individual action sheets, each containing details of the respective programmes. Reading is thus simplified, while the Table of Contents facilitates identification of the location of each programme area in the document.

Consequently, this Volume 3 of the 2004-2007 Strategic Plan provides all the Departments of the Commission, the key players as well as AU partners, a comprehensive and rich picture of the activities, which the AU Commission plans to carry out by the year 2007.

TABLE OF CONTENTS

Action Sheet 1 : Priority Programme 1 « The African Union, our Future »	4
Action Sheet 2 : Priority Programme 2 « Citizens of Africa »	8
Action Sheet 3 : Priority Programme 3 « Africa's Visibility »	11
Action Sheet 4 : Priority Programme 4 « Afro-Arab Fraternity »	14
Action Sheet 5 : Priority Programme 5 « Africa Reflects on its own Future »	16
Action Sheet 6 : Priority Programme 6 « Peaceful Africa in a Peaceful World »	19
Action Sheet 7 : Priority Programme 7 « Democracy on the Move »	23
Action Sheet 8 : Priority Programme 8 « A Well Governed Africa »	26
Action Sheet 9 : Priority Programme 9 « Integration Horizon 2007 »	29
Action Sheet 10 : Priority Programme 10 « Free Movement »	31
Action Sheet 11 : Priority Programme 11 « Food Security and Self-sufficiency »	33
Action Sheet 12 : Priority Programme 12 « Water For All »	35
Action Sheet 13 : Priority Programme 13 « Invest in Africa »	37
Action Sheet 14 : Priority Programme 14 « Made in Africa »	39
Action Sheet 15 : Priority Programme 15 « Equitable World Trade »	41
Action Sheet 16 : Priority Programme 16 « Towards a Common African Currency »	43
Action Sheet 17 : Priority Programme 17 « Linking Africa »	46
Action Sheet 18 : Priority Programme 18 « Bridging the Digital Divide »	48
Action Sheet 19 : Priority Programme 19 « Priority Education »	51
Action Sheet 20 : Priority Programme 20 « Stop AIDS, Malaria and Tuberculosis »	53
Action Sheet 21 : Priority Programme 21 « Fight Poverty and Social Exclusion »	56
Action Sheet 22 : Priority Programme 22 « An Interdependent Africa »	58
Action Sheet 23 : Priority Programme 23 « Cultural Renaissance »	61
Action Sheet 24 : NEPAD - The African Union Flagship Programme	64
Action Sheet 25 : Special Programme « African Initiatives »	66
Action Sheet 26 : Plan for the Institutional Transformation of the Commission of the African Union	68
Recap Table by Department	74

Action Area 1 : Shared Vision



1 - « The African Union, our Future »

2 : « Citizens of Africa »

3 : « Africa's Visibility »

4 : « Afro-Arab Fraternity »

5 : « Africa Reflects on its own Future »

Priority Programme 1: «The African Union, Our Future»

A) OBJECTIVES

- Popularise the AU and make its vision of the future widely shared
- Mobilize the African people around this vision

B) ACTIVITIES

- Advocacy for AU's vision of the future (debates focusing on the 2004-2007 Strategic Plan)
- Establishment of a National Integration Commission in each country (CM/Resolution 1352/54, 1991 on the establishment of OAU National Associations)
- Popularization of the AU in Ethiopia (see programme below)
- Establishment of African media (African Radio, African TV) (see calendar below)
- Formulation of an institutional communication strategy (2004/2005)
 - TV Programmes on the AU («15 minutes on African Integration »)
 - Strengthening of the AU Website / Referendum on the Internet (image of the AU, level of citizens' knowledge, ...)
 - Boutique of African Union souvenirs (badges, calendar, T-shirt, etc)
 - Information folders on the African Union/ CD-ROM on OAU/AU Treaties and Decisions

C) SOME MAJOR EVENTS AND DATES

Days and Weeks to be celebrated	22 March 25 May 9 September	NEPAD Day Africa Day AU Day each year (by rotation, in a flagship country where 9 September is a public holiday, serving as the focus of attention of the entire Union). <ul style="list-style-type: none"> ● 9 September 2004: West Africa : Burkina Faso, on the sidelines of the Extraordinary Summit on Employment and Poverty Alleviation) ● 9 September 2005: North Africa : Libya ● 9 September 2006: Central Africa ● 9 September 2007: East Africa ● 9 September 2008: Southern Africa
	22 – 29 May Themes : <ul style="list-style-type: none"> - 2005 - 2006 - 2007 	African Integration Week The RECs Local governments Border countries (define or create geographical spaces spanning two or more countries that have economic and cultural relations. Objective : create an interface between communities living on both sides of a border.)

Major Events	2004	<ul style="list-style-type: none"> ● 9 September 2004 : AU Day in West Africa (in Burkina Faso, in the margins of the Extraordinary Summit on Employment). ● 6 October: meeting on African Union Prizes and Awards : definition of texts to regulate the prizes and their official launching ● AU Symbols (the AU has a flag, logo, and anthem. What remains is the selection of a motto in July 2004) ● Proposal : ensure that Summit Decisions on the use of the anthem and flag are implemented
	2005	<ul style="list-style-type: none"> ● Name rooms at the headquarters of the AU Commission (Proposals of the names of famous personalities by the Assembly of Heads of State : Wole SOYINKA, Alioune Blondin BEYE, Telli DIALLO, Ato KIFLE WODAJO and Sergio de VIERA,). ● 18 July 2005: launching of « Madiba Banquet » on the occasion of the birthday of Nelson Mandela : an annual event meant to bring together a few personalities that have served Africa. ● 9 September 2005 : AU Day in North Africa (Libya) ● Establishment of the «Africa Foundation » (foundation of the African Union for charitable works) (3rd quarter) ● Pan- African Radio/Television Project Sharing Meeting (meeting of all project managers and ongoing projects)(4th quarter) ● Establishment and installation of AU Publishing House (4th quarter)
	2006	<ul style="list-style-type: none"> ● 9 September 2006: AU Day in Central Africa ● 1st Conference of National African Integration Commissions (1st quarter, Kenya)
	2007	<ul style="list-style-type: none"> ● 9 September 2007: AU Day in East Africa.

Priority Programme 1: « The African Union, Our Future »

C) SOME MAJOR EVENTS AND DATES *(continued)*

AU Communica tion tools	<ul style="list-style-type: none"> ● Official Journal (bimonthly) (4th quarter 2004) ● AU Publishing House (2004) ● AU Commission Newsletter (online newsletter) (1st quarter 2005) ● AU Journal (quarterly, in English and French) (1st half of 2005) ● African Integration Review (biannual, in partnership with an African university or African research centre) (2nd half of 2005) ● AU network of newspapers and magazines (1st half of 2005) ● A quarterly Bulletin in national languages (inserted in local newspapers, in collaboration with the RECs and countries. Languages : Swahili, Amharic, Arabic, Fulani, Hausa, Kinyurwanda, Lingala, Mandé, Xhosa, Yoruba, (non-exhaustive list) (starting from the 1st quarter of 2006) ● AU network of journalists
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Programme for the Popularization of the AU in Ethiopia	Annual Events	<ul style="list-style-type: none"> ● March : Organisation of a permanent seminar on African integration in concert with the Addis Ababa University (annual) ● Week of 22 - 29 May (Integration Week): commemorated with Ethiopia as Africa Week ● November: Annual organisation in schools of a competition on the theme of African Integration (starting from 2005) ● 2005: Organisation each year of the « <i>Addis Ababa Marathon</i> » with the collaboration of the Ethiopian Athletics Federation
	2005	<ul style="list-style-type: none"> ● 25 May 2005: Opening in Addis of an AU House (Communication House) ● December 2005: AU football tournament in Addis Ababa (with 4 African national teams) ● 2005: African Music Festival in Addis Ababa
	2006	<ul style="list-style-type: none"> ● 2006: African Film Festival in Addis Ababa

C) SOME MAJOR EVENTS AND DATES *(continued)*

AFRICAN UNION AWARDS

(NB : 6 October 2004 : meeting on African Union Prize Awards)

<p>Events with African Union Prizes</p>	<ul style="list-style-type: none"> ▪ FESPACO (February 2005 – Ouagadougou -biennial) ▪ SIAO (Ouagadougou Handicrafts Exhibition, biennial, October 2006) ▪ Carthage (July 2005 – Carthage / Tunis – annual – cinema, theatre alternatively) ▪ FESPAM (Pan-African Music Festival, Brazzaville) ▪ Dakar Arts Biennial (May 2006 – biennial) ▪ MASA (African Arts and Performing Arts Market (Abidjan) ▪ Festival of Black Arts (June 2006, Dakar) ▪ CORA (mid-2004 – South Africa – annual; Private initiative) ▪ MALAIKA (in rotation – annual; Private initiative) ▪ FESPAD (Dance Festival, Kigali, Rwanda) ▪ Azalay Trans-Saharan Festival (Organisation Afrique en créations, 2005) ▪ African Photography Festival (Organisation Afrique en créations, Bamako, Biennial, 2005) ▪ African and Indian Ocean Choreographic Festival (Organisation Afrique en créations) <p><i>(non-exhaustive list)</i></p>
<p>Examples of prizes (to be launched as from 2005)</p>	<ul style="list-style-type: none"> ▪ Kwame NKRUMAH Prize (most significant contribution during the year to the African integration cause) ▪ African Union Prize (fair-play during major sports events) ▪ Prix Cheick Anta Diop (Africa's Scientific Renaissance) ▪ Aimé Césaire Prize (literature) ▪ Nelson Mandela Prize (Humanitarian action, Human Rights) ▪ Julius Nyerere Prize (civil society) ▪ Gamel Abdel NASSER Prize (most significant contribution during the year to Afro-Arab friendship) ▪ Queen HATSHEPSUT Prize (Women's Achievements) ▪ Abebe Bikila Prize (best sportsperson of the year) ▪ Moshood Abiola Prize (best investor from the Diaspora in Africa) ▪ African Prize for the best initiatives of the year in favour of the African child ▪ NKOSI Prize for the best initiatives of the year to combat AIDS in Africa (Nkosi was a young South African who died of AIDS after a dignified and exemplary struggle) ▪ Gold medal for African Inventors/Innovators (African Union-WIPO Prize)
<p>AU Medals</p>	<ul style="list-style-type: none"> ▪ AU Achievement Medal : to the Founding Fathers of the OAU, the founders of the AU and recognized Pan-Africanists (starting from 2005) ▪ AU Merit Award: to AU Staff (starting from 2005) ▪ AU Certificate of Appreciation for outstanding actions (starting from 2005) ▪ Annual Honour Roll of African performances by activity sector (starting from 2006)

Priority Programme 2 : « Citizens of Africa »

A) OBJECTIVES

- To ensure that the talent, resources and dynamism of the African people and the Diaspora are fully utilised in the implementation of the programmes of the African Union
- To enhance the meaning and value of citizenship in Africa, and establish the overall transparency and accountability of the AU to the African people

B) ACTIVITIES

Establishment of adequate frameworks (both formal and informal) for the full participation of various groups in the society in the activities of the AU.

- Development of the AU network:
 - National Commissions at the level of each Member State
 - AU delegations to RECs
 - AU Offices: Pretoria (NEPAD Secretariat)? Sirte?
 - APRM Headquarters?
- Establishment of ECOSOCC as the principal formal channel through which the voice of civil society organisations will be heard in the AU
- Establishment at national and regional levels of consultative frameworks Support to Pan-African civil society organisations and networks, including financial support and observer status
- Systematic civil society and private sector meetings before each AU Summit.

High Profile Programmes:

- **Youth of Africa (*Jeunesse d'Afrique*)**
 - Mobilize the Youth of Africa and equip them with the necessary capacities to enable them to face the challenges of tomorrow and realize their full potential
 - Promote an environment conducive to the rehabilitation and empowerment of the Youth of Africa (harmonized Youth National Policies – new Framework for Cooperation among Youth at continental level: new Youth Charter).
 - Promote an environment conducive to Youth participation and volunteering (Young Professionals programmes ; Volunteers of Africa, federation of on-going initiatives, Students fora)
 - Scholarship Award and Students exchange programmes.
 - Regular dialogue between the generations
- **Women of Africa (*Femmes d'Afrique*)**
 - Gender awareness programme in the AUC
 - Promote gender mainstreaming throughout Africa
 - Maintain and strengthen the AU's position as the frontrunner in the promotion of gender equality in Africa
 - Advocate women's empowerment in Africa and globally
 - Coordinate and advocate African positions for international meetings on gender: CEDAW, Beijing +10
- **The African Diaspora**
 - Establish a Diaspora expert database
 - Systematic inclusion of Diaspora expertise in AU programmes
 - Fully involve the Diaspora in ECOSOCC

C) SOME MAJOR EVENTS AND DATES

Days/Weeks to be celebrated	8 March: International Women's Day 31 July: Pan-African Women's Day 1 October: International Youth Day 5 December: International Volunteers' Day
Major Events	2004 <ul style="list-style-type: none"> ▶ Gender Sensitization : Orientation Seminar for Commissioners, Directors and Heads of Division on Gender (4th quarter)
	2005 <ul style="list-style-type: none"> • Gender Sensitization : Orientation Seminar for RECs and specialized institutions on gender (1st quarter) • Launching of the Nubia Bank project «African Human Resource Bank » (Nigeria) • Experts meeting on the establishment of a network of African expert (Isis Network, NIGERIA) • Establishment of a committee for the founding of the Movement of African Volunteers • Pan-African Youth Festival • Congress of the Pan-African Youth Union • Congress of the Pan-African Women's Union • Meeting of the « Friends of Africa » (non-African personalities dedicated to Africa) • OATUU/Organisation of African trade unions affiliated with the African Union (March, annual, rotation) • Ambassadors of African Integration (Goodwill Ambassadors) (2005: substance to be specified during the Diplomatic Conference) • Twinning of African Cities: <ul style="list-style-type: none"> ○ 2005: Meeting of African Cities. Theme: Twinning of African Cities ○ 2006: Meeting of African Twin Cities ○ 2007: Meeting of African Twin Cities and their international counterparts
	2006 <ul style="list-style-type: none"> • Ecumenical Dialogue organized by the African Council of Churches (base: CIDIO – former CSSDCA)
Civil Society Forums (objective: structuring groups and defining their relations with the AU and the RECs)	2005 <ul style="list-style-type: none"> • African Civil Society Forum (1st half of the year, annual) • Private Sector Forum • Conference of African NGOs (2nd half of the year)
	2006 <ul style="list-style-type: none"> • Youth Forum • 1st Conference of Students from Africa and the Diaspora (Venue : University of Legon-GHANA or Ibadan-NIGERIA or University of SOUTH AFRICA or University of Dakar-SENEGAL or El Azhar University- EGYPT or Makerere University- UGANDA) • Inter-Generational Dialogue (permanent; Centre for Human Studies, Ife, Nigeria) • Women's Forum • Workers' Forum • African Farmers' Forum • Private Sector Forum • African Council of Churches • Establishment of a Pan-African Children's Parliament • 2006 : Conference of African Inter-Governmental Organizations and Associations of African Governmental Bodies (CM Res 709/32 1979) Frequency: every 3 years , venue and date to be specified • Conference of African NGOs (CM Res 712/32 1979). Date and venue to be specified • Launching of the African Federation of African Integration Associations
	2007 <ul style="list-style-type: none"> • African Council of Elders
White Paper	<ul style="list-style-type: none"> • Decentralisation • The media and the rural world

Priority Programme 2: « Citizens of Africa »

D) AU INSTITUTIONAL CALENDER

<p style="text-align: center;">2004 (Addis Ababa – ETHIOPIA)</p>	<p>Private Sector : 24 June Civil Society : 25 June PRC : 26-27 June Executive Council : 30 June- 3 July Summit : 6-8 July</p>
<p style="text-align: center;">2005 (Khartoum- THE SUDAN)</p>	<p>Private Sector : 26 June Civil Society : 27 June PRC : 28-29 June Executive Council : 1-2 July Summit : 4-6 July</p>
<p style="text-align: center;">2006 (Banjul-THE GAMBIA)</p>	<p>Private Sector : 25 June Civil Society : 26 June PRC : 27-28 June Executive Council : 30 June-1 July Summit : 3-5 July</p>
<p style="text-align: center;">2007 (Accra-GHANA)</p>	<p>Private Sector : 24 June Civil Society : 25 June PRC : 26-27 June Executive Council : 29 -30 June Summit : 2-4 July</p>

Priority Programme 3: « Africa's Visibility »

<p>A) OBJECTIVES</p>	<ul style="list-style-type: none"> • Enable Africa to define its place in the world • Promote the establishment of a Union external relations policy and an effective representation framework of missions • Strengthen strategic ties and alliances with other regions and with international partners • Reinforce Africa's capacity to speak with a single voice in major international negotiations • Contribute to global governance
<p>B) ACTIVITIES</p>	<ul style="list-style-type: none"> • Coordination of the African position in international negotiations (among others : debt, strategic raw materials, GMOs, biotechnology, immigration, « Africa, the Dumping Ground ») • Study on the impact of major conferences in Africa (AIDS, Racism, Water, Land, Environment, Sustainable Development, Social Development ...). • Coordination of Africa-Europe Summits, TICAD, China-Africa Forum, India-Africa Forum, AGOA and other Summits • Relations with the G8 • Critical evaluation of the different dialogue fora in which the AU participates (G8, Afrique-Europe Dialogue, TICAD...) • Promotion of the African position on the reform of the UN Security Council <p>Institutionalisation of the Cairo Process : EU-Africa Dialogue</p> <ul style="list-style-type: none"> • Institutionalisation of the China-Africa Dialogue • Organisation of preparatory consultations for major negotiations • Establishment of AU diplomatic missions • Strengthening the capacity of AU missions and opening new offices in strategic places • Development of initiatives aimed at strengthening Africa's capacity to speak with a single voice on major political issues or in international negotiations • Regular meetings between the Commissioners of the AU Commission and officials in charge of specialized international organizations.

C) SOME MAJOR EVENTS AND DATES

<p>Days to be celebrated</p>	<ul style="list-style-type: none"> • 5 June World Environment Day • 16 October International Day for the Abolition of Slavery • 18 October International Migrants Day • 24 October United Nations Day • 16 November International Tolerance Day/Anti-Death Penalty Day • 29 November International Day for Solidarity with the people of Palestine
<p>Major Events</p>	<p>2004</p> <ul style="list-style-type: none"> • Restructuring and consolidation of AU Missions in Washington, New York, Geneva, Brussels and Cairo (4th quarter) • Establishment of technical committees under the aegis of the AU and with all the departments of the Commission, comprising international partners (4th quarter)
	<p>2005</p> <ul style="list-style-type: none"> • Establishment of an Economic Security Committee comprising the AU, ECA, and representatives of the private sector and the civil society to evaluate the impacts of developments in the international economic situation on African economies (1st quarter, Addis Ababa) • Formulation of an African position on debt: <ul style="list-style-type: none"> ○ Experts meeting (1st quarter, enriching the orientations of the white paper prepared at the end of 2004) ○ Ministerial meeting (1st quarter) ○ Summit July 2005 (Khartoum) : definition of an African position ○ Coordination of the defence of the African position at international level by the Commission. • Organisation of a workshop on major negotiations with the European Union and WTO (1st quarter) • Opening of the AU mission in Paris • Experts meeting, followed by the first African Diplomatic Conference (Frequency : every 2 years ; Objective : adoption of a common diplomatic policy; Venue : Algiers, Accra, Arusha, Cairo, Addis Ababa or Tripoli) (February/March, on the sidelines of the diplomatic conference : African meeting on Palestine/Israel Relations) • AU meeting – Specialized institutions of the United Nations (1st quarter) : evaluation and place of the AU in these institutions • First Forum of the New Partnership for Africa (Nigeria, last quarter) • Fiftieth Anniversary of the Bandung Conference • Africa-Europe Meeting (2nd half of the year, in Lisbon) • 2005-2006 : establishment of an AU diplomatic network and consular network • 2005-2006 : Opening of Embassies of African States in the Caribbean and the Indian Ocean Islands • 1st meeting of the Ministers in charge of Immigration (consideration of the issue of African passport, elimination of visas among countries of the regional community, elimination of paid resident permits, establishment of mechanisms to prevent and manage the expulsion of Africans in African countries). • Debate in all African parliaments on slavery. Objective : declare slavery a crime against humanity and discuss the nature of reparations.

Priority Programme 3: « Africa's Visibility »

C) SOME MAJOR EVENTS AND DATES *(continued)*

Major Events	2006	<ul style="list-style-type: none"> • Opening of an AU mission in Riyadh or Jeddah • Launching of the Centre for Human Studies in Ife (Nigeria) • Pan-African Conference on Immigration • Second Conference of Ministers of Energy of African, Latin American and Caribbean countries (AFROLAC) (Mexico) • 2006 : Experts meeting to evaluate the possibility of establishing an African Atomic Agency for the peaceful use of the atom (in compliance with the Pelindaba Treaty)
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Major International Meetings	<ul style="list-style-type: none"> • UN General Assembly (annual, 3rd Tuesday of September) • Group of 77 • Islamic Conference Organization (December 2006, Dakar) • Non-Aligned States 	
Diplomatic Initiatives of the AU	2005	<ul style="list-style-type: none"> • Annual meetings of the United Nations –African Union Commission (July in Addis Ababa and September in New York) • Afro-Mediterranean Meeting (5-5) • Africa –Asia (Bandoeng anniversary) • Meeting with the Black Caucus (2nd half of the year) • Brazil-Africa Forum (2nd half of the year) • Brainstorming Workshop on the Centres of the United Nations system dedicated to Africa
	2006	<ul style="list-style-type: none"> • China-Africa Forum (every 3 years) • India-Africa Forum (in the pipeline) • Africa-Latin America –or Atlantic South-South) (1st quarter) • Africa-Indian Ocean • (under preparation-meeting of African countries of the Indian Ocean and African coastal countries) • Africa-West Indies-Caribbean
	2007	<ul style="list-style-type: none"> • TICAD
White Paper	<ul style="list-style-type: none"> • Africa's Debt (2004) • Africa's Contributions (what Africa has contributed to the world) (2005-2006) • Knowledge of social norms in foreign countries (2006) 	

Priority Programme 4: « Afro-Arab Fraternity »

A) OBJECTIVES

- Strengthening ties and fraternity between Africa and the Arab world
- Forging a partnership pact between Africa and the Arab world

B) ACTIVITIES

- Advocacy for a common vision for the Arab world and Africa
- Formulation of an Afro-Arab Fraternity Pact (cooperation, partnership...)
- Re-definition of the missions of the Afro-Arab Institute in Bamako
- Opening of an Africa House and an AU diplomatic mission in Riyadh or Jeddah
- Regular organization of the Afro-Arab Trade Fair
- Re-energizing of the coordination structures
- Establishment and consolidation of Afro-Arab partnerships in economic and trade matters
- Promotion of Afro-Arab investments in the agricultural sector
- Investment promotion and Africa's Integration framework
- Arab financing of AU programmes
- Promotion of Afro-Arab Cultural Cooperation

C) SOME MAJOR EVENTS AND DATES


Major Events	2005	<ul style="list-style-type: none"> • Afro-Arab Trade Fair (2005, Khartoum) • Meeting of African and Arab Peoples : civil society and private sector : towards Afro-Arab fraternity • Meeting of an Experts Committee for the transformation of the Afro-Arab Institute in Bamako into an Institute for Strategic Studies • Meeting on Palestine-Israel relations, in the margins of the Diplomatic Conference • Afro-Arab Fraternity Summit • Afro-Arab Forum on investment promotion in Africa's Agricultural sector (Cameroon) • Seventh Afro-Arab Trade Fair, Khartoum, The Sudan • 2005 : Opening of an AU diplomatic mission in Riyadh or Jeddah (Embassy and Honorary Consulate) • First annual report on the status of relations between Africa and the Arab world
	2006	<ul style="list-style-type: none"> • Opening of Africa House in Saudi Arabia
White Papers		<ul style="list-style-type: none"> • Afro-Arab Cooperation (2004)

Priority Programme 5: « Africa Reflects on its Own Future »

<p>A) OBJECTIVES</p>	<ul style="list-style-type: none"> • Give Africa control over its strategic reflection • Provide Africa with its own Agenda
<p>B) ACTIVITIES</p>	<ul style="list-style-type: none"> • Conduct a brainstorming on future prospects and promote discussion on key issues for contemporary Africa (Publication and widespread dissemination of White Papers on Africa) • White Papers on best practices in development policies in Africa and in emerging countries, and dissemination of these studies in States and RECs (starting from 2005) • Support to establishment of structures and mechanisms for brainstorming on future prospects (Council of the Future, Centre for Planning) • Promotion of exchange forums and conferences in the economic and social domains • Publication of an African Regional Integration Review • State of Africa (African Agents General) every 4 years (on the eve of each mandate of the AU Commission), to evaluate the status of Africa and integration; 3-phase meetings: civil society, private sector, government (experts, Ministers, Summit). • Programme « Calabash for Africa » Exchange of experiences in alternative technologies (particularly through the Internet)

C) SOME MAJOR EVENTS AND DATES

Major Events	2004	<ul style="list-style-type: none"> • 6 -9 October 2004: 1st Meeting of Intellectuals from Africa and the Diaspora (Dakar)
	2005	<ul style="list-style-type: none"> • Official Inauguration of the Council for the Future (Dakar, 1st quarter) • Institute of Planning (1st half of the year: establishment of the Technical Committee) (Dakar) • Evaluation of the AU specialized institutions and technical offices • Launch of the programme « Calabash for Africa » (4th quarter)
	2006	<ul style="list-style-type: none"> • African Agents General (Conference on the global situation of the Continent at economic, social, cultural and political levels, with the aim of defining future prospects) (1st quarter) • Forum of African Economic Research Institutes
White papers/Conferences (divided between 2005 and 2006)		<ul style="list-style-type: none"> • Africa in the Twentieth Century • Impact of major conferences in Africa (AIDS, Racism, Water, Land, Environment, Sustainable Development, Social Development, etc.) • Impact of the Decades on Africa • Africa's Contributions • Decolonisation • Review of Assistance • Planning in Africa • Decolonisation and its consequences • « Africa the Dumping Ground » • Privatisation policies in Africa and their consequences, particularly on integration policies • White Elephants • Structural adjustment policies and their social consequences in Africa. • Brain Drain • Capital flight



**Action Area 2: Peace, Governance and
Human Security**



6 - « Peaceful Africa in a Peaceful World »

7 : « Democracy on the Move »

8 : « A Well Governed Africa »

Priority Programme 6: «Peaceful Africa in a Peaceful World»

<p>A) OBJECTIVES</p>	<ul style="list-style-type: none"> • Strengthen the leadership role of the African Union in promoting peace and security in the Continent; • Build the capacity to respond rapidly in crisis situations (conflict management and humanitarian affairs) • Anticipate conflicts at continental level and promote peacekeeping and post-conflict reconstruction operations • Contribute to international peace and security • Ensure the intervention of the African Union in potential conflicts/of limited intensity • Coordination of regional mechanisms
<p>B) ACTIVITIES</p>	<p>Finalization and implementation of the continental architecture for the promotion of peace and security</p> <ul style="list-style-type: none"> • Ratification of the PSC Protocol; • African Standby Force: regional contingents; • Continental Early Warning System; • Panel of the Wise; • Peace Fund. <p>Border Programme (Resolution CM. 869/37 on the proposed establishment of an OAU resolution on border issues) (Resolution CM. 1069/44, 1986, on the demarcation of borders)</p> <ul style="list-style-type: none"> • Ten year Programme for border management, with the final objective, after 10 years, of completely demarcating Africa's borders. • Management by an « African Borders Bureau » to be designed and established, with 3 functions: memories on borders, research on borders, conciliation and arbitration place. <p>Post-Conflict Management, Refugees and Displaced Persons</p> <ul style="list-style-type: none"> • Improvement of the continental institutional mechanism for humanitarian affairs management • Formulation of a coordinated approach to post-conflict reconstruction and peacekeeping • Development of a framework for the repatriation and resettlement of refugees and displaced persons • Organisation of social assistance for refugees (education, health, income generating activities) • Establishment of the Office of the Special Representative of the Chairperson of the Commission on Protection of Civilians in Conflict Zones

B) ACTIVITIES	<p>Conflict Prevention</p> <ul style="list-style-type: none">• Brainstorming on the roles and intervention strategies of the African Union in conflicts of limited intensity or in conflicts related to natural resources• Systematic campaign for the prevention and rejection of unconstitutional changes• Development of a global strategy for conflict prevention through the promotion of democracy, good governance and human rights• Review and validation of the Lomé Declaration• Development of programmes for conflict prevention in countries or on specific themes• Establishment of a data bank of African experts and personalities to be mobilized for conflict prevention and electoral operations <p>Others</p> <ul style="list-style-type: none">• Brainstorming on the different aspects of global security through preparation of White Papers• Implementation of the Common Defence and Security Policy• Management of crisis situations• Consolidation of the African Union Peace Fund• Reinforcement of dialogue and establishment of a network with the RECs on peace and security issues• Development of initiatives on global security (anti-personal mines and light arms)• Preventing and combating terrorism• Promotion of international partnership for collective peace and security• Monitoring and evaluation of the operation of institutions, relations with the RECs and effective implementation of various Conventions and Protocols• Development of initiatives to combat the use of child-soldiers
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Priority Programme 6: «Peaceful Africa in a Peaceful World » *(continued)*

C) SOME MAJOR EVENTS AND DATES

<p>Days/ Weeks/ Decades to be celebrated</p>	<ul style="list-style-type: none"> • Launch of the African Decade for Peace and Combating Violence (Yamoussoukro, January 2005) : Nobel Peace Prize Meeting : • Disarmament Week (24-30 October) <p>Themes</p> <ul style="list-style-type: none"> ○ 2004 : Anti-personal mines ○ 2005 : Light Arms in Africa ○ 2006 : The Civil Society Serving the Cause of Peace ○ 2007 : Women and Children in Conflict Zones <ul style="list-style-type: none"> • 7 April Commemoration of the Rwandan Genocide • 20 June: World Refugee Day/ African Refugee Day • 16 November: International Tolerance Day
	<p>2004</p> <ul style="list-style-type: none"> • Decade Border Management Programme (after 10 years, be able to completely demarcate African borders) <ul style="list-style-type: none"> ○ Meeting of experts committee to formulate a border demarcation programme (August/Sept 2004) ○ Meeting of ministers in charge of borders (October 2004) • July-August: call for an «Olympic Truce » (on conflicts in Africa) on the occasion of the Athens Olympic Games • 3rd quarter: establishment of an African Tribunal on Mercenaries • 4th quarter: biannual coordination meetings between the Peace and Security Council and regional mechanisms. Military Staff Chiefs of Staff Committee • Launching of the African Centre for Studies and Research on Terrorism (Algiers) • Establishment of the Panel of the Wise (2004-2005)
<p>Major Events</p>	<p>2005</p> <ul style="list-style-type: none"> • January: Launching of the African Decade for Peace and Combating Violence (Yamoussoukro), as part of the Nobel Peace Prize Meeting • Workshop to define African Missions (peace enforcement if necessary, peacekeeping and post-conflict) and African military manoeuvres • Establishment of the African Force: establishment of all the regional contingents • « Cities of Peace » Programme <ul style="list-style-type: none"> ○ January: Designation of a City of Peace in each African country (within the framework of the launch of the African Decade for Peace and Combating Violence) ○ 24 October (World Peace Day): First Annual Meeting of the Cities of Peace <i>Theme: Peace in the Cities</i> • Meeting of African Peace Movements /Peace Caravans (by CIDIO-former CSSDCA) • Meeting on human security • Establishment of watchtower areas (2005-2006) • 1st Evaluation Conference of Parties to the Bamako Convention on the Ban of the Import into Africa and the Control of Transboundary Movement and Management of Hazardous Wastes in Africa

Major Events	2006	<ul style="list-style-type: none"> • Workshop on the adoption of an African Charter on Democracy • 2nd Annual Meeting of the Cities of Peace (24 October) • 1st African Military Manoeuvres, to be named : « Chaka » or « Samory » • Conference : Africa and Collective Security – the AU in the world system • Establishment of an African Land Observatory
	2007	<ul style="list-style-type: none"> • 3rd Annual Meeting of the Cities of Peace (24 October)

Conferences	<ul style="list-style-type: none"> • 2nd AU meeting on mines (Luanda, September 2004) • Conference to Revise the Ottawa Convention (Nairobi, September 2004)
White Papers/Reflections (2005-2006)	<ul style="list-style-type: none"> • Human Security in Africa • “Towards an African Army” • Refugees and Displaces Persons • “Land Issues in Africa” • Flags of convenience and tax havens • The arms market and arms production in Africa.

Flagship Priority Programme 7: «Democracy on the Move»

A) OBJECTIVES

- Promote common principles for the democratisation process
- Ensure effective election observation
- Build capacities, sensitize and ensure systematic advocacy for respect for human and peoples' rights
- Promote gender and respect for the rights of women
- Ensure the establishment/operation of continental institutions working for democracy and the respect for human rights
- Ensure monitoring and evaluation of implementation by Member States of conventions, protocols and declarations on democratisation and human rights
- Facilitate participation of the civil society and the Diaspora
- Associate the civil society in the process for monitoring and evaluating the implementation by Member States of protocols, conventions or declarations

B) ACTIVITIES

- Development and promotion of the African Charter on Elections, Democracy and Good Governance
- Formulation of the guidelines for professional observation of elections
- Establishment of an Electoral Assistance Unit
- Advocacy for the establishment of a Democratisation and Electoral Assistance Fund
- Promote dialogue and exchange of experiences on democratisation and election observation with partners/institutions
- Strengthen the capacities of national institutions for promotion of human rights and democracy
- Reinforce the capacities of the democratic organs of the Union (Pan-African Parliament, ECOSOCC)
- Promote the participation of the civil society and the Diaspora in the AU organs or by other channels (e.g. the Civil Society Forum)
- Revitalize the African Human Rights Commission
- Promote establishment of the African Court of Human and Peoples' Rights (ACHPR)
- Advocacy for ratification and establishment of the African Union Court of Justice
- Work out a programme on 'Constitutions in Africa'
- Promote the 'right to development' and study possible implementation strategies
- Promote the rights of people living with AIDS or the disabled
- Promote programmes for education on human rights
- Monitor and evaluate the implementation by Member States of various texts
- Popularisation of charters, declarations and protocols
- Launch and operationalize the Resource Centre in the African Commission on democracy, governance and human rights
- Promote or strengthen other players involved in democracy and human rights issues.

C) SOME MAJOR EVENTS AND DATES

<p>Days and Weeks to be celebrated</p>	<ul style="list-style-type: none"> • 3 May: World Freedom of the Press Day • 21 May: International Human Rights Day • 21 October: African Human Rights Day • 10 December: International Human Rights Day • African Law Week (3-10 December) with the themes: <ul style="list-style-type: none"> ○ 2004: 'Treaties and Conventions in Africa' ○ 2005: Business Law in Africa ○ 2006: Harmonization of Studies in Africa ○ 2007: Free Movement in Africa 	
<p>Major Events</p>	<p>2004</p>	<ul style="list-style-type: none"> • Workshop of national human rights institutions (June) • September: Meeting on election observation in Africa • Establishment of an African Election Watchtower (in association with various partners; coordination of regional mechanisms) • Establishment of an African Public Administration Commission (2nd half of the year)
	<p>2005</p>	<ul style="list-style-type: none"> • First meeting of former African Heads of State (1st quarter) • Opening of the Gorée Guest House, a retreat for former Heads of State and of « living libraries » (African leaders of thought whose knowledge should be collated and disseminated) (4th quarter) • African Charter on Elections, Democracy and Human Rights • Establishment of an Electoral Assistance Fund • Establishment of an African Election Observatory • Establishment of an African Democracy and Human Rights Observatory • Experts meeting for the establishment of an African International Law Commission (advising AU organs and reinforcing the African presence in the development of international law) • African Press Festival (Libreville) • Debates in all African parliament on slavery (declare slavery a crime against humanity) • Workshop on the African Charter on Democracy, Elections and Good Governance • Conference on Constitutions in Africa • Seminar on «human rights based approaches in the planning of the African Union Commission » • Brainstorming Workshops on Electoral Commissions
	<p>2006</p>	<ul style="list-style-type: none"> • 1st Conference of Students in Africa and in the Diaspora (1st quarter) • Experts meeting : Africa and Collective Security : the AU in the world system. • Meeting on African citizenship and identity documents • Meeting on Democracy in Africa • Meeting on the State in Africa

<p>Annual Publications</p>	<ul style="list-style-type: none"> • Annual Report on the status of the Press in Africa (3 May: Press Day) • Annual Report on the Death Penalty in Africa • Annual Report on the Status of Women in Africa (31 July, African Women's Day) • Annual Report on the Status of Children in Africa
<p>White Papers/Conferences (2005-2006)</p>	<ul style="list-style-type: none"> • The State in Africa • African Constitutions • Financing political parties in Africa • Free access to public information • The 'palaver' culture

D) 2004 INDICATIVE CALENDAR OF ELECTIONS IN SOME AU MEMBER STATES

March – The Comoros (**Parliamentary**)
 March – Bissau Guinea (**Parliamentary**)
 March – Equatorial Guinea (**Parliamentary elections**)
 April – South Africa (**General Elections**)
 April – Algeria (**Presidential**)
 May – Malawi (**Presidential and Parliamentary**)
 October – Botswana (**Parliamentary**)
 October – Cameroon (**Presidential**)
 October – Niger (**Presidential and Parliamentary**)
 October – Tunisia (**Presidential and Parliamentary**)
 November – Guinea Bissau (**Presidential and Parliamentary**)
 November - Burundi (**Presidential and Parliamentary**)
 November – Namibia (**Presidential and Parliamentary**)
 December – Ghana (**Presidential and Parliamentary**)
 December – Mozambique (**Presidential and Parliamentary**)
 December – The Sudan (**Parliamentary**)

NB : The same calendar will be published in the detailed programmes of the Commission for 2005, 2006 and 2007.

Priority Programme 8: « A Well Governed Africa »

A) OBJECTIVES

- Develop new standards for governance and ensure their implementation
- Strengthen capacities to combat corruption
- Promote better operation of public administrations in Africa
- Generalize the APRM in Africa countries
- Establish independent organs to combat corruption in all countries

B) ACTIVITIES

- Promote and advocate for the ratification of AU Conventions and international conventions, particularly the Convention against Corruption
- Promote the establishment of institutions to combat corruption at national level (objective: have at least 30 independent organs in Africa by 2007)
- Operationalise the APRM through collaboration between national anti-corruption institutions, NEPAD and the Commission of the African Union
- Reinforce the capacities of independent national institutions to fight corruption and promote the establishment of such institutions where they do not exist
- Formulate guidelines for strengthening public administrations in Africa
- Monitor and evaluate implementation by Member States of treaties, charters and other legal texts on good governance
- Develop initiatives to raise awareness in combating corruption
- Undertake collection of good practices

C) SOME MAJOR EVENTS AND DATES

Days to be celebrated		<ul style="list-style-type: none">• 22 March: National NEPAD Day(to be inaugurated)
Major Events	2004	<ul style="list-style-type: none">• Experts workshop to formulate guidelines to improve public administrations in Africa
	2005	<ul style="list-style-type: none">• Meetings on tax havens and flags of convenience• Meeting of African peace movements
	2006	<ul style="list-style-type: none">• Meetings on constitutional courts
White Papers		<ul style="list-style-type: none">• Capital flight

ACTION AREA 3: Economic Integration



9 : « Integration Horizon 2007 »

10 : « Free Movement »

11 : « Food Security and Self-Sufficiency

12 : « Water for All »

13 : « Invest in Africa »

14 : « Made in Africa »

15 : « Equitable World Trade »

16 : « Towards a Common African Currency »

Priority Programme 9: « Integration Horizon 2007 »

A) OBJECTIVE

- Prepare a common regional co-operation framework for the attainment in 2007 of a minimum level of integration sufficient to steer all the RECs towards a continental integration momentum

B) ACTIVITIES

- Development of a real team spirit between the Commission and the RECs and definition of close and formal institutional level working relation (Commission-RECs workshops twice a year: <<Horizon 2007 Meeting>>; establishment of an African Union Delegation at the level of each REC)
- Review of the integration stages as provided for under Article 6 of the Abuja Treaty
- Identification of areas of transfer of sovereignty
- Assisting the RECs to have a comparable activity platform (strategic plan for each REC) and to define a minimum integration programme for each REC by 2007
- Assisting the RECs in implementation of this programme
- Establishment of the AU Connectivity Project (establishment of an adequate telecommunication infrastructure with the RECs, the NEPAD Secretariat, all the regional offices and in future with the Heads of State of member countries and the various AU organs)
- Promoting the formulation of common regional policies in each REC (agricultural policy, industrial policy, transport policy, national and regional development policy)
- Establishment of a shared knowledge management platform (Knowledge Management as extension of the AUC-REC Connectivity Project (starting from 2004)

C) SOME MAJOR EVENTS AND DATES

AU Commission – RECs Calendar of meetings: <<Integration Horizon 2007 Meetings >> (Update on progress made in the integration process: These meetings will be preceded or accompanied by six-monthly sectoral meetings) :

- **2004**: 9 to 10 May; 10 to 11 October
- **2005**: 8 to 9 May; 9 to 10 October
- **2006**: 14 to 15 May; 8 to 9 October
- **2007**: 13 to 14 May; 7 to 8 October

Days/Weeks to be celebrated		<p>22 – 29 May: African Integration Week</p> <p><i>Themes:</i></p> <ul style="list-style-type: none"> - 2005 RECs - 2006 Local Governments - 2007 Border countries <ul style="list-style-type: none"> ● 22 March: NEPAD Day ● 25 May: Africa Day ● 9 September: AU Day (Proposed Date: 9 September 2004: Burkina Faso, on the sidelines of the Extraordinary Summit on Employment)
	Major Events	<p>2004</p> <ul style="list-style-type: none"> ● Choice of headquarters of AU delegations in the RECs (July) ● Choice of headquarters of AU institutions (July 2004 (Parliament, Central Bank, Investment Bank, African Monetary Fund, Court of Justice, African Court of Human and Peoples' Rights) ● AU Commission Connectivity Project ● 9 September 2004: AU Day in Burkina Faso on the sidelines of the Extraordinary Summit on Employment ● Integration Horizon 2007 Meetings (October) ● Conference on harmonisation of the RECs (Dakar resolution of 11 August 1963, which lays down the rules and modalities for the operationalization of regional groupings) : <ul style="list-style-type: none"> - Last quarter of 2004: technical meetings between ECA, CODESRIA, RECs and other institutions (Venue: Addis or Lusaka) ● Meeting to harmonise the calendars of meetings of the Specialized Technical Committees and PRC Committees (4th quarter) ● Meeting to harmonise the Calendars of African Ministerial meetings and Summits of African organizations, especially the RECs (4th quarter)
	White Papers/Reports	<p>2005</p> <ul style="list-style-type: none"> ● RECs harmonization Conferences (contd.) <ul style="list-style-type: none"> - 1st quarter: meeting of government experts on the conclusions of the technical meetings : (Venue: Kigali, Brazzaville or Dakar) - - 1st quarter: meeting of Integration Ministers (Kigali, Dakar, Brazzaville or Addis) - July AU Summit (Khartoum), First evaluation of the RECs harmonization ● Meetings: « Integration Horizon 2007 » (May and October)
		<p>2006</p> <ul style="list-style-type: none"> ● Meetings: « Integration Horizon 2007 » (May and October)

Priority Programme 10 : « Free Movement »

A) OBJECTIVE

Promoting rapprochement between the people of Africa and their interests, and collective awareness building through free movement of people, goods and services in Africa

B) ACTIVITIES

- Advocacy for development of free movement in Africa
- Introduction of the theme of free movement as a subject for discussion by the Heads of State Summit
- Advocacy for and promotion of a single passport in Africa (gradual process)
- Advocacy and enlisting the support of the RECs for the development of free movement of persons, goods and services at the level of each REC:
 - Free Trade Areas and Customs Unions (realisation of a Customs Unions map)
 - Financial transfer mechanisms
 - Common market for foodstuffs (see food security)

Support to networks and mechanisms likely to facilitate the development of free movement at continental level (Customs Networks, Chambers of Commerce, Consumer Associations, - African Trade Review Monitoring Mechanism)

C) SOME MAJOR EVENTS AND DATES

Major Events	2004	Ministerial meeting: Free movement and African passport project (November)
	2005	<ul style="list-style-type: none">● Launch of the African Passport (25 May)● Meeting to evaluate the African Chamber of Commerce Network (2nd half)
	2006	<ul style="list-style-type: none">● Putting in place a mechanism to control non-tariff barriers (1st quarter)● Meeting for establishment of an African Customs Network

Priority Programme 11: « Food Security and Self-Sufficiency »

<p>A) OBJECTIVE</p>	<ul style="list-style-type: none"> • Create enabling conditions and facilitate actions to improve agricultural productivity, reduce food insecurity and rural poverty
<p>B) ACTIVITIES</p>	<ul style="list-style-type: none"> • In collaboration with NEPAD, coordinate the follow up and monitoring of the Maputo and Sirte Declarations including commitment to allocate 10% of Budget to agriculture and rural development • Realize the feasibility study for the African Commodities Exchange • Support to studies on policy harmonization for shared water resource management and use • Harmonize policies for food safety, quality standards and GMOs • Facilitate the establishment and harmonization of policy on sustainable development and protection of fisheries, animal & crop resources • Facilitate establishment of a monitoring mechanism for AU/NEPAD plans in agriculture, environment, natural resource management and rural development • Advocacy for establishment of an African common market for strategic food products • NEPAD-CAADP flagship projects • Facilitation and monitoring of the Programmes of the specialized technical offices of the AUC in livestock production, marketing, and disease and pest control • Facilitation of implementation of relevant environment and natural resource conventions, protection and sustainable utilization of Africa's biodiversity, forests and wetland • Facilitation of establishment of framework for Disaster Reduction, Prevention and Management • Facilitation of establishment of All Africa Farmers Forum • Revitalisation of the Fouta Djallon project <p>6 Flagship projects/Quick Wins</p> <ul style="list-style-type: none"> • Early Warning Systems for Food Security • Certification of animal vaccines • Pilot project for biotechnology transfer • Establishment of an Agricultural Development Fund (feasibility study) • African Common Position on GMOs and enacting of national legislations • African Common Market for agricultural products

C) SOME MAJOR EVENTS AND DATES

Days to be Celebrated	2004	<ul style="list-style-type: none"> ● 5 June: World Environment Day ● 1st week of June: Pan-African Land Week (Environmental Preservation and development of local products) ● Establishment of a high agricultural technical committee under the aegis of the AU (ECA, FAO, UNDP, World Bank, 4th quarter) ● Establishment of an African Food Security Committee (4th quarter): Proposals for an African position on key issues (GMOs, pesticides...) (The Secretariat of this committee could be hosted in an African research institute through tenders) ● Meeting of experts for the establishment of an African Agricultural Development Fund (4th quarter)
Major Events	2005	<ul style="list-style-type: none"> ● 1st Food and Nutrition Show ● Workshop for establishment of an African Agricultural Development Agency (identification of strategic basic production areas, creation of food reserves) ● Workshop to identify genetic resource banks and determine pilot banks ● Meeting of African Early Warning Systems for the establishment of a continental warning system (2nd quarter) ● Meeting for establishment of an Agency for the common market of strategic food commodities (3rd quarter) ● Workshop of national experts to prepare national legislations in biotechnology and definition of regional pilot laboratories (2nd quarter) ● Annual Conference of Agronomy Research Structures (4th quarter)
	2006	<ul style="list-style-type: none"> ● Definition and establishment of a network of centres of excellence in agricultural and food technology (based on the agro-ecological areas of the continent (1st quarter)
White Papers		<ul style="list-style-type: none"> ● Land Issues in Africa (2005)

Priority Programme 12: “ Water For All »

A) OBJECTIVES

- Create a consensus for concerted and optimal water management in Africa for the benefit of the people
- Facilitate information sharing for best practices in irrigation development and improved water use management

B) ACTIVITIES

- Establishment of an African Water Council
- Workshop for establishment of a Water Facilitation Fund (2nd quarter)

C) SOME MAJOR EVENTS AND DATES

Days to be celebrated		<ul style="list-style-type: none"> ● 22 March: World Water Day ● 23 March: World Meteorology Day ● 5 June: World Environment Day
Major Events	2005	<ul style="list-style-type: none"> ● Conference of experts for establishment of an African Water Council, mobilizing all existing organizations and countries around basins yet to be developed. Objective: establishment of organizations for undeveloped basins (2nd quarter) and establishment of technical committees and mediation councils to define the basins and the harmonize their activities ● Workshop for establishment of a Water Facilitation Fund (2nd quarter).

Priority Programme 13: « Invest in Africa »

A) OBJECTIVE

- Project a positive image of the Continent for investment and encourage establishment of a congenial business environment

B) ACTIVITIES

- Support to the RECs for creation of common investment areas
- Removal of investment barriers in Member States and the RECs (implementation of the AU-NEPAD/OECD Investment Plan of Action aimed at making the business environment in African countries attractive)
- Organisation of an <<Invest in Africa>> Forum in the margins of the New Partnership Forum

C) SOME MAJOR EVENTS AND DATES

Days to be Celebrated	<ul style="list-style-type: none"> • 22 March: National NEPAD DAY (to be declared) 				
Major Events	<table border="1"> <tr> <td data-bbox="383 317 490 779">2005</td> <td data-bbox="490 317 1386 779"> <ul style="list-style-type: none"> • Meeting of Experts on Formulation of a common investment strategy in the mining sector (harmonization of mining codes) etc. (1st quarter) • Meeting of Experts to harmonize business laws (1st quarter) • Meeting of Ministers to harmonize business laws (2nd quarter) • 1st New Partnership Forum for Africa (as part of follow-up on the <<Invest in Africa>> Forum and establishment of an International Board of Investors: 4th quarter. Venue: Nigeria. Main objective: emergence of African regional enterprises • Establishment of the Chambers of Commerce Network </td> </tr> <tr> <td data-bbox="383 779 490 865">2006</td> <td data-bbox="490 779 1386 865"> <ul style="list-style-type: none"> • Establishment of a Tourism and Cultural Industry Festival. </td> </tr> </table>	2005	<ul style="list-style-type: none"> • Meeting of Experts on Formulation of a common investment strategy in the mining sector (harmonization of mining codes) etc. (1st quarter) • Meeting of Experts to harmonize business laws (1st quarter) • Meeting of Ministers to harmonize business laws (2nd quarter) • 1st New Partnership Forum for Africa (as part of follow-up on the <<Invest in Africa>> Forum and establishment of an International Board of Investors: 4th quarter. Venue: Nigeria. Main objective: emergence of African regional enterprises • Establishment of the Chambers of Commerce Network 	2006	<ul style="list-style-type: none"> • Establishment of a Tourism and Cultural Industry Festival.
2005	<ul style="list-style-type: none"> • Meeting of Experts on Formulation of a common investment strategy in the mining sector (harmonization of mining codes) etc. (1st quarter) • Meeting of Experts to harmonize business laws (1st quarter) • Meeting of Ministers to harmonize business laws (2nd quarter) • 1st New Partnership Forum for Africa (as part of follow-up on the <<Invest in Africa>> Forum and establishment of an International Board of Investors: 4th quarter. Venue: Nigeria. Main objective: emergence of African regional enterprises • Establishment of the Chambers of Commerce Network 				
2006	<ul style="list-style-type: none"> • Establishment of a Tourism and Cultural Industry Festival. 				

Priority Programme 14: “Made in Africa”

A) OBJECTIVE

- Promote industrial production and innovation in Africa

B) ACTIVITIES

- Support to the RECs for formulation of a common industrial policy
- Establishment of an African Standardization Capacity (in cooperation with ORAN)
- Promoting innovation, especially by awarding prizes for innovative projects (Made in Africa Award with WIPO)
- Support to research application through awards for Research and Development projects
- Support to the establishment of African organizations by sector or product
- Study for African Commodities Exchange

C) SOME MAJOR EVENTS AND DATES

Days and Decades to be celebrated		<ul style="list-style-type: none"> ● 22 March: National NEPAD Day ● 20 November: Africa Industrialization Day
Major Events	2005	<ul style="list-style-type: none"> ● Meeting of African major commodity producing countries: establishment of African organizations by commodity and co-ordination structures: Venue: Nigeria, South Africa, Libya or Algeria) ● Establishment of an African Chamber of Commerce Network
	2006	<ul style="list-style-type: none"> ● Conference on Popular Economy (Meeting of Experts) (1st quarter of 2006, followed by a meeting of Ministers (1st quarter 2006 and then item included in the July 2006 Summit Agenda) ● Workshop on endogenous know-how and intellectual property ● Pan-African Trade Fair ● Support to establishment of <<Handicraft Exhibitions>> in Addis Ababa ● July: Central theme of Heads of State Summit (The Gambia: Popular Economy
	2007	<ul style="list-style-type: none"> ● 1st Food and Nutrition Exhibition (2007) ● Africa Business Link (Produce an Electronic & Print Media Business Directorate (www. Buy Africa.org))
White Papers		<ul style="list-style-type: none"> ➤ Action Areas of a common regional industrial policy (2006) ➤ Effective institutional support (2006) ➤ Inventory of handicraft exhibitions and handicraft training (2005)

Priority Programme 15: « Equitable Trade for Africa »

A) OBJECTIVE

- Contribute to global advocacy and strengthen the organizational capacity of the Continent's players for equitable trade for Africa

B) ACTIVITIES

- Group the main commodities producing countries
- Support to establishment of African key commodities organizations
- Establishment of African Commodities Exchange
- Strengthen African Standardization Capacities
- Formulation of common wastes control policy
- Advocacy for equitable trade/globalisation of the Civil Society
- Advocacy for technical assistance to development
- Advocacy for the consolidation of special measures in favour of African countries.

C) SOME MAJOR EVENTS AND DATES

Events	2004	<ul style="list-style-type: none"> ● Six-monthly co-ordination meeting between the AU and the RECs (evaluation of Customs Unions and Free Trade Areas (starting from the 2nd half of 2004)
	2005	<ul style="list-style-type: none"> ● Meeting of African major commodities producing countries: establishment of African organizations by commodity and coordination structures (Venue: Nigeria, South Africa, Libya or Algeria)
White Papers (2005-2006)		<ul style="list-style-type: none"> ➤ Africa's strategic raw materials, challenges and strategies for the 21st century ➤ Impact of trade liberalization measures and new WTO regulations on African economies ➤ "Africa, the Dumping Ground"

Priority Programme 16: “Towards a Common Currency”

A) OBJECTIVE

- Introduce an African common currency to facilitate trade and economic integration in the Continent

B) ACTIVITIES

- Adoption of new monetary cooperation programme
- Capacity building support to the RECs to enable them to implement the new monetary protocol
- Standardization of bank practices and documents within and among the RECs
- Set up Preparatory Committees for establishment of the African Central Bank, the African Monetary Fund and the African Investment Bank
- Forge close relations with the Association of African Central Banks (AACB)
- Harmonisation of African statistics in collaboration with Afristat (Bamako, Mali).

C) SOME MAJOR EVENTS AND DATES

Events	<p>2005:</p> <p>Establishment of Preparatory Committees on the organs and institutions to be set up (Committee Manager to be appointed, assisted by Technical Committees comprising representatives of partner structures)</p> <ul style="list-style-type: none"> • 1st quarter: Establishment of the African Central Bank Committee. Missions: Monitor relations with the Association of Central Banks and external central banks • 1st quarter: African Monetary Fund Committee. Missions: Map out strategy for establishment of the AMF. Monitor relations of African countries with the IMF • 1st quarter: African Investment Bank Committee. Missions: Follow-up on the relations with the ADB and foreign investment banks
White Papers (2005-2006)	<ul style="list-style-type: none"> • Towards an African Currency

Action Area 4: Integration Infrastructure



17 : « Linking Africa »

18 : « Bridging the Digital Divide »

Priority Programme 17: « Linking Africa »

A) OBJECTIVES

- Develop physical links in Africa in order to facilitate movement of persons, goods and services throughout the Continent
- Facilitate development of investment in infrastructure, particularly through harmonization of norms, policies and legislations in the various sectors (land, air, sea, electricity, transportation of petroleum products...)

B) ACTIVITIES

- Support the construction of strategic inter-State bridges to speed up integration, particularly on River Congo (Kinshasa, Brazzaville, River Gambia (Senegal-Gambia), River Rovuma (Tanzania-Mozambique)
- Support rehabilitation and/or construction of the Trans-Saharan Highway (Algiers-Lagos) and (Dakar-Djibouti)
- Support implementation of the Grand Inga Dam project
- Preparation of a Railway Master Plan for Africa
- Support the construction of Cape-Cairo Trans-Maghreb Railway Lines
- Algiers-Nigeria pipeline project
- Creation of a unified telephone code numbering system for Africa
- Advocacy for implementation of the Yamoussoukro Agreement for the Liberalization of Air Transport Market in Africa and Rationalization of the African Air Space
- Support harmonisation of norms and/or policies and regulations in the electricity, energy, railway, road transport and maritime transport sectors

C) SOME MAJOR EVENTS AND DATES

Events	2004	<ul style="list-style-type: none"> • Meeting of government experts and an Inter-agency Coordination Committee (ITU, ATU, ECA, ADB, RASCOM, NEPAD, RECs, under the aegis of the AU) for the creation of a unified code numbering system for Africa (end of 2004) • African Conference on Air Freedom: <ul style="list-style-type: none"> - Meeting of Directors of African airline companies (Gabon or South Africa), November 2004
	2005	<p>African Conference on Air Freedom : (continued)</p> <ul style="list-style-type: none"> - Meeting on Air Security in Africa (Senegal, February 2005) - Meeting of African Experts on Implementation of the Yamoussoukro Declaration (Gabon or South Africa, April 2005). Aim: Administration of the inter-African air network, examination of air tariffs in Africa, air security in Africa) - African Ministerial Conference on Air Freedom (1st half of June 2005) Participants: Ministers, officials of African airline companies, African Consumers). (Venue: Gabon, Libya, South Africa). Aim: implementation of the Yamoussoukro Declaration, administration of the inter African air network, examination of air tariffs in Africa, air security in Africa - Meeting of public telephone operators (Tunisia or Egypt)

Priority Programme 18: « Bridging the Digital Divide »

A) OBJECTIVES	<ul style="list-style-type: none"> • Development of ICT infrastructure and their interconnection; • Promotion and use of ICTs • Strengthening international cooperation in seeking appropriate funding
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B) ACTIVITIES	<ul style="list-style-type: none"> • Coordination of Africa's participation in the world Summit on the Information Systems (WSIS), including promoting the Digital Solidarity Fund • Support to the East African submarine cable system arrangements • Support to the Eastern and Southern Africa Broadband connectivity • Support to Broadband connectivity in Central and West Africa • Support to NEPAD e-schools • Support to E-Post Africa Project • Production of simple computers in cooperation with India and Brazil.
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C) SOME MAJOR EVENTS AND DATES

Days and Weeks to be celebrated		<ul style="list-style-type: none"> ● Internet Seminar: (November) corresponding to the anniversary date of the World Summit on the Information Society due to take place in Tunis
Events	2004	<ul style="list-style-type: none"> ● September 2004: Meeting on Africa's Contribution to the Digital Solidarity Fund.
	2005	<ul style="list-style-type: none"> ● New Information and Communication Technology Exhibition in Addis Ababa ● November 2005: World Summit on the Information Society in Tunis
White Papers	2006	<ul style="list-style-type: none"> ● 1st quarter 2006: Meeting of experts to evaluate RASCOM projects and the national satellite launching projects (to discuss the proposed creation of an African Space Agency) <p>Africa and the Information Society (2004-2005)</p>

ACTION AREA 5: Social Development



19 : « Priority Education »

20 : « Stop AIDS, Malaria and Tuberculosis»

21 : « Fight Poverty and Social Exclusion»

22 : « Interdependent Africa »

Priority Programme 19: « Priority Education »

A) OBJECTIVES

- Promote human resource development, capacity building and Science and Technology as tools, and Youth as partners for socio-economic development
- Establish relevant institutional linkages and essential mechanisms at the level of RECs and Member States for cooperation and coordination in the areas of Education, Training, Capacity Building and Science & Technology

B) ACTIVITIES

1) *Flagship projects:*

- **Distance Education:**
 - Promote Distance Learning, Training and other forms of Education as part of Capacity Building and Human Resource Development Programmes (Virtual Education) with special emphasis on Training of Trainers/Teachers;
 - NEPAD e-Education programme.
- **Centres of Excellence**
Promote establishment of Centres of Excellence for Africa (all sectors, Higher Education and Scientific Research).
- **African University**
Promote the establishment of an African University for harmonized integration programmes:
 - The use of African Languages for Literacy and at least at primary school level;
 - A mechanism for harmonization and validation of University degrees in Africa;
 - Production of Teaching materials relevant to Africa (manuals of African History and Civic Education...);
 - Develop quality publishing industries in Africa (publishing house).

2) *Other programmes in Education*

- **Promotion of Networks and exchanges:**
 - A programme/mechanism for Scholarship Awards and Students Exchange Programmes;
 - Data-Bank of human resources available in the Continent and in the Diaspora with a view to using Africans in the Diaspora in Education and Science;
- **Promote Education in Science and Technology at all levels with special emphasis on Higher Education for Scientific Research.**
- **Establishment of AU Scholarships**
- **Evaluation of the Education Decade:**
 - A database to monitor progress made in Member States on implementation of the Decade Plan of Action.
 - Specific programme to evaluate the impact of the Decade.

C) SOME MAJOR EVENTS AND DATES

<p>Days and Decades to be celebrated</p>		<ul style="list-style-type: none"> ● 30 June: Africa's Scientific Renaissance Day ● 8 September: International Literacy Day ● 5 October: World Teachers' Day ● 2003-2012: United Nations Education Decade ● 2005-2014 : United Nations Education Decade for Sustainable Development
<p>Major Events</p>	<p>2004</p>	<ul style="list-style-type: none"> ● Creation of an African Teachers' Council (4th quarter) : Formulation of Teaching Programmes : examples : <ul style="list-style-type: none"> ▪ Civic Education Programme Module; History of Ancient Egypt Module; History of National Liberation Struggles in Africa Module; History of Pan-Africanism Module; Peace Education Module; Human Rights Education Module; Health Education Module; Environmental Education Module, etc.
	<p>2005</p>	<ul style="list-style-type: none"> ● Establishment of University and Scientific Research Centres of Excellence (1st quarter); ● Establishment of « African Scholarship » Programme (3rd quarter); ● 1st Evaluation of the Decade of Education; ● July: Central Theme of the Assembly of Heads of State (Khartoum): <i>Culture and Education</i>; ● Pedagogic Seminars: Popularisation of the General History of Africa published by UNESCO for Teaching and Education Curricula (4th quarter); ● African Higher Education Curricula Harmonization Programme (based on « CAMES » Programme (4th Quarter) ; ● Seminar on AU University (Sirte, Libya) (4th quarter): <ul style="list-style-type: none"> - African Integration Training Programmes; - « AU Scholarship » Programmes; - African Globalisation Observatory; - African Centre for State Studies, Decentralization and Regional Integration; - Management of African Integration and External Studies Department; ● Seminar on Notion "AU School" (4th quarter) ● Seminar on "the African Virtual University in the service of Africa" (4th quarter); ● Establishment of African Council for Education; ● Establishment of African Scientific Council; ● Meeting of AS TAFRICA (African Ministers responsible for application of Science and Technology); ● Establishment of a basic Education Policy Observatory;
	<p>2006</p>	<ul style="list-style-type: none"> ● 3rd African meeting of Men and Women Scientists (1st Quarter) (Venue : 1st in Brazzaville ; 2nd in Accra) ; ● African Conference on Distance Education.
	<p>2007</p>	<ul style="list-style-type: none"> ● Central Theme of the Assembly of Heads of State (Ghana) : <i>Scientific Research in Africa</i>
<p>White Papers (2005-2006)</p>		<ul style="list-style-type: none"> ● Status of Science and Technology in African key sectors; ● Africa's Research Potential; ● Fraud in Education and Learning.

Priority Programme 20: « Stop AIDS, Malaria and Tuberculosis »

A) OBJECTIVES

- Contribute significantly to the fight against the high prevalence diseases in Africa;
- Stop HIV/AIDS propagation and begin to reverse the current trend;
- Effectively manage malaria and other high prevalence diseases, and begin to reverse the current trend;
- Help reduce under-five mortality rate;
- Help reduce maternal mortality.

B) ACTIVITIES

- Study and launch of a robust initiative on generic drugs (including research-development of traditional medicines) to sensitise and mobilize all concerned players, with a view to establishing generic drugs manufacturing factories in Africa;
- Establish evaluation mechanism for the Abuja Declarations and Action Plans;
- Study and advocacy for establishing integrated health systems in African countries;
- Advocacy for local manufacture of insecticide treated mosquito nets;
- Support to creation of surveillance systems for the major diseases in Africa.

C) SOME MAJOR EVENTS AND DATES

Days and Decades to be celebrated		<ul style="list-style-type: none"> ● 7 April: World Health Day; ● 31 May: World Tobacco Free Day; ● 1 December: World AIDS Day; ● 2001-2010: United Nations Decade to Roll Back Malaria;
	2004	<ul style="list-style-type: none"> ● First Ladies Initiatives on HIV/AIDS (July); ● Establishment of an evaluation mechanism for the Abuja Declarations and Action Plans (last quarter); ● Establishment of an African Health Security Committee (4th quarter) (the Secretariat of this Committee could be hosted by an African Research Institute on tender basis).
Major Events	2005	<ul style="list-style-type: none"> ● Evaluation meeting on the activities of the 28 African O Tolerance Committees on Excision (6 February) ● Coordination meeting on country strategic plans to map out a strategic health plan for Africa (4th quarter); ● Workshop for formulation and definition of an African Health Map and establishment of a Health Data Bank; ● Workshop for definition of an African Health Observatory; ● Workshop for establishment of rapid response mechanism in the event of natural disaster; ● WHO, UNICEF, World Bank, ADB and RECs meeting of high level Experts Committee under AU auspices (1st quarter); ● Establishment of a Health High Council (2nd quarter); ● Meeting of Experts followed by a Ministerial meeting to evaluate "the Bamako Initiative" Programme (programme on essential medicines) (3rd quarter); ● 1 December: HIV/AIDS Day: Organization of Telethon in each country (against HIV/AIDS and Poliomyelitis); ● Launch of a Volunteers Caravan for combating HIV/AIDS in Africa.

Priority Programme 20: « Stop AIDS, Malaria and Tuberculosis »

C) SOME MAJOR EVENTS AND DATES (*continued*)

Major Events	2006	<ul style="list-style-type: none"> • First Biennial of Health Projects (selection across Africa, of model health projects and dissemination of best practices); • First exhibition of traditional medicine and pharmacopoeia, and first Conference of Ministers responsible for traditional medicine; • Evaluation meeting on maternal and neo-natal mortality rate reduction activities (Vision 2010); • 1 December: AIDS Day: Organization of Telethon for combating HIV/AIDS in each country;
	2007	<ul style="list-style-type: none"> • 1 December: AIDS Day: Organization of Telethon for combating HIV/AIDS in each country;
White Papers (2005-2006)		<ul style="list-style-type: none"> • Impact of HIV/AIDS on Africa's economies and societies

Priority Programme 21: « Fight Poverty and Social Exclusion »

<p>A) OBJECTIVES</p>	<ul style="list-style-type: none"> • Contribute to reducing the percentage of people with less than US\$1 daily income; • Contribute to reducing the percentage of hungry people.
<p>B) ACTIVITIES</p>	<ul style="list-style-type: none"> • Inventory and analysis of the Declarations and commitments adopted on social issues and support to their effective implementation; • Institutionalisation of model social policies in AU Commission and organs; • Formulation and promotion of a model social policy framework for Africa (including e employment, population, etc.); • Organization of Extraordinary Summit on Employment and Poverty, and follow up on its outcome (Ouagadougou, 6 – 9 September 2004); • Intensified advocacy for the rights and fair treatment of vulnerable groups; • Appraisal of the Decade of the Disabled/Support to formulation of an Action Plan (Workshop in 2006); • Advocacy for quality of life in the cities; • Creating a network of health centres of excellence in Africa (Workshop in 2006); • Promotion of sports as embodiment of the values of self denial and solidarity (anti-doping policy, sports charter, partnership with top footballers for social events, reinforced solidarity with South Africa for the 2010 Football World Cup); • Strategic brainstorming to detect emergent social challenges; • Support to anti-drug campaign.

C) Some Major Events and Dates

Days/Years to be celebrated	<ul style="list-style-type: none"> • July 2004: Olympic Games; • 15 May 2005: African Football Fiesta (celebration of the World Cup in Africa, an annual event leading up to the 2010 World Cup); • 2004: International Year of Sports and Physical Education; • 2005: International Year of Micro-credit; • 2010: Football World Cup in South Africa; 	
Major Events	2004	<ul style="list-style-type: none"> • September 2004: First meeting of the Consultative Council of African Sports Ministers under the auspices of African Sports Ministers (to be held on the date and venue of All Africa Games);
	2005	<ul style="list-style-type: none"> • Organization of First Ladies Initiatives for Peace, against excision and for Vision 2010 (neo-natal and infant mortality); • Sports: Meeting of Experts on the status of African professional and Diaspora sports men and women in Africa and outside Africa; • First meeting of African Cities (theme: Twinning of African Cities)
	2006	<ul style="list-style-type: none"> • Conference on the African family; • Meeting of Experts and the Civil Society (1st quarter); • Ministerial Meeting (2nd quarter); • Cup of Nations Football in Egypt; • Meeting of African Twin Cities.
	2007	<ul style="list-style-type: none"> • Meeting of African Twin Cities with their international counterparts.
Conferences	<ul style="list-style-type: none"> • The future of African Cities: meaning, problems (2007). 	
White Papers (2005-2006)	<ul style="list-style-type: none"> • Social minimums in Africa; • African First Ladies Initiatives: Inventory, capitalization and institutionalisation. Status of First Ladies in Africa; • Demographic study of migrations. 	

Priority Programme 22: « Inter-dependent Africa »

A) OBJECTIVES


- Develop solidarity and its manifestation in concrete terms among the countries and people of Africa;
- Mobilize resources to actively boost this solidarity.

B) ACTIVITIES

- **“Children First” Programme:**
 - Appoint Special Rapporteurs on child trafficking, child labour and child soldiers in Africa (1st quarter 2005);
 - Establish follow-up mechanism on the Dakar Consensus and Plan of Action on Children;
 - Evaluation meeting on the Dakar Consensus and Plan of Action (Mauritius, 3rd quarter 2005);
 - Establish a follow-up mechanism for the child survival and development programmes.
- Create **An African Solidarity Fund** (with multi-faceted financing strategy including organization in Africa, in March each year, of an African Solidarity Night, chaired by a First Lady;
- **Special Solidarity Programmes**
 - Special support programme for Island countries;
 - Special support programme for landlocked countries;
 - Programme for combating hunger and for food security promotion (The Sudan, Ethiopia, Eritrea, Somalia, Sahel countries);
 - Special programmes: Angola, Côte d’Ivoire, DRC and Rwanda;
 - International Year of Micro -credit (2005) Promotion of **“Common Purse”** (what each country can do for the others) (create a Website);

C) SOME MAJOR EVENTS AND DATES

Days to be celebrated	7 March	African Solidarity Night in every country under the auspices of First Ladies, with the support of National Commissions (annual cultural event, proceeds of which will be used to finance women's projects);
	3 May	Day of the African Local Farmer;
	16 June	Day of the African Child;
	17 June	World Day for Combating Desertification and Drought;
	20 June	African Refugees Day/World Refugees Day;
	26 June	World Anti-Drug Abuse and Illicit Trafficking Day;
	31 July	Pan-African Women's Day;
	1 October	International Day of Aged People;
	16 November	International Day of Tolerance;
	3 December	Day of the Disabled;
	2005	International Day of Micro-credit;
	2007	Year of African Women;
	1997 – 2006	United Nations Decade for the Elimination of Poverty
Major Events	2005	<ul style="list-style-type: none"> ▪ 25 May Launch of the "Common Purse" Project (what each country can do for the others); ▪ Annual publication on the Situation of Women in Africa; ▪ Conference of African Island countries; ▪ Conference of African landlocked countries; ▪ Establishment of the African Council of Elders;
	2006	<ul style="list-style-type: none"> ▪ African Cup of Nations Football Tournament
	2007	<ul style="list-style-type: none"> ▪ Establishment of an African Institute for research on aged people
White Papers 2005-2006		<ul style="list-style-type: none"> ● African Family; ● African Cities; ● Social Solidarity;



ACTION AREA 6 : CULTURE



23 : «Cultural Renaissance»

Priority Programme 23: «Cultural Renaissance»

A) OBJECTIVES	<ul style="list-style-type: none"> • Develop local expertise and skills; • Strengthen Africa's cultural growth and development in the world, and effective representation of Africa and its material and non-material productions; • Achieve an African common position in debates on cultural diversity and cultural exception, and strengthen African cultural cooperation; • Enhance development of cultural industries in Africa; • Resituate culture and cultural players in development. This should not simply be a dimension of development, but rather a foundation of development; • Preserve Africa's cultural heritage; • Consolidate historical memory in Africa; • Fight piracy; • Support scientific and cultural associations.
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B) ACTIVITIES	<ul style="list-style-type: none"> • Up-dating the African Charter within the context of the First African Cultural Congress (February 2005); • “Landmarks” (identification of Africa's cultural embodiment); • “Africa's expertise and know-how in decline” (inventory, revival...) in 2006; • Promotion of cultural industries; • Support to the launch of landmark cultural initiatives; <ul style="list-style-type: none"> - Academy of Languages - “Africa's Heritage” (global initiative including return to Africa of African cultural objects, rehabilitation of historical sites and recognition of and support to “living library”); - “Bridge Across the Atlantic”: promotion of various initiatives aimed at strengthening cultural and economic ties between Africa and the black people of the Americas; - Africa House (Resolution on an Africa House: Paris CM/Res.1606/62 – 1995); London (CM/Res.1548/60); - Humanity Centre. • Organizing International symposia on the Continent's Historical Figures (Amilcar CABRAL, Patrice LUMUMBA...)
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C) SOME MAJOR EVENTS AND DATES

Days or Years to be celebrated	18 May International Heritage Day; 21 May World Cultural Diversity Day; 25 May Africa Day; 9 September African Union Day; 16 October International Day for the Abolition of Slavery; 30 June Africa Scientific Renaissance Day; 2006 African Languages Day.
Major Events	2004 <ul style="list-style-type: none"> • Establishment of African Union Publishing House (November); • 6 – 9 October: First meeting of African and Diaspora Intellectuals; • November: Meetings of African Experts to identify key African cultural programmes; • Amilcar CABRAL International Symposium (9 – 12 September, Praia); • December: Choice of cultural capitals for 2005, 2006, 2007; • 2004 – 2005 African Union Archives Rehabilitation Programme;
	2005 <ul style="list-style-type: none"> • Establishment of an African cultural policy observatory; • 1st quarter: Programme for definition of Africa Day celebration in the Diaspora; • Meeting of the African Culture High Council; • February 2005: First Pan-African Cultural Congress (Cameroon or DRC); • April: Meeting of Ministers of Culture (Mauritius); • July: Assembly of Heads of State (Culture & Education, Khartoum); • 2nd half 2005: Launch of the African Academy of Languages in Bamako; • Setting up an International Technical Committee for the launch of “Cultural Landmarks” and “Africa World Heritage” on the Internet; • Launch of “Living Library” Programme (1st quarter); • Organization of a Workshop on Africa House (2nd half 2005); • Setting up an International Technical Committee under AU auspices for establishment of a Museum of Black Civilizations in Dakar; • Setting up an International Technical Committee under AU auspices for revitalization of the Institute of Black Peoples in Ouagadougou.
	2006 <ul style="list-style-type: none"> • Launch of “the African Culture Fiesta” Day + Afro-vision (1st in South Africa, 2nd in Egypt in 2007); • Setting up a Technical Committee for establishment of the Centre for Human Studies and launch of the Centre at Ife, Nigeria; • Dakar 2nd Festival of Negro Arts (June 2006); • Setting up a Technical Committee for the launch of “Bridge Across the Atlantic” Programme: Launch of the “Slave Route” Programme; • “African Cultural Goods” Programme: Setting up an African Technical Committee; • Meeting for creation of a unified Body on Africa’s Intellectual Property; • Africa Encyclopaedia Seminar (3rd quarter); • Workshop on establishment of an African Cultural Market; • Patrice Lumumba International Symposium, Kinshasa;
	2007 <ul style="list-style-type: none"> • July: Central Theme of Summit (Ghana): <i>Scientific Research</i>;

Priority Programme 23: «Cultural Renaissance»

C) SOME MAJOR EVENTS AND DATES (*continued*)

Exhibitions and Public Shows	<ul style="list-style-type: none"> • FESPACO (cinema, Ouagadougou, February 2005); • FESPAM (Pan-African Music Festival, Brazzaville); • FESPAD (Pan-African Dance Festival, Kigali); • Arts Biennial (Dakar, May 2006); • African Performing Arts Market (Abidjan); • Exhibition of Africa's Cultural Industry (Abidjan); • Carthage (Tunisia) Festivals;
White Papers/Reports (2005-2006)	<ul style="list-style-type: none"> • Cultural diversity (White Paper and Africa Audience) • Initiation in Africa; • Piracy of Cultural Works in Africa; • Return and Restitution of African Cultural Assets.

AFRICAN UNION – NEPAD FLAGSHIP PROGRAMME

A) OBJECTIVES

- As part of the priority programmes, launch and speedy realization of some integration projects capable of changing the face of Africa and speeding up the integration process;
- Capitalize the gains of NEPAD and consolidate them through the political leadership of the African Union Commission;
- Enhance not only implementation of these projects but also promote the necessary commitments in Member States, especially in terms of good governance, as a way of ensuring optimal operationalization;
- Mobilize massive resources for key projects;
- Translate the New International Partnership for Africa's Development into concrete and meaningful action.

B) IMPLEMENTATION STRATEGY

- Special implementation strategy as against the other priority programme components;
- Independent management (Setting up an Authority, with a dedicated manager to come up with appropriate implementation strategy);
- Active partnership and fund raising strategy (AU, RECs, African States, local communities, African private sector, international private sector, development partners);
- Public-private partnership;

C) PROGRAMME DESCRIPTION:

15 key projects and 5 commitments of the African Union (excerpts from the priority programmes).

THE FIFTEEN MAJOR PROJECTS OF AFRICAN UNION-NEPAD

Health

- 1) GENERIC Drugs: manufacture of anti-HIV/AIDS and malaria generic medicines.
- 2) INSECTICIDE-TREATED MOSQUITO NETS: Manufacture of insecticide-treated mosquito nets.

Highway Programme

- 3) DAKAR -DJIBOUTI Highway.
- 4) TRANS-SAHARA Highway (ALGIERS-LAGOS).

Railway Programme

- 5) CAPE-CAIRO.
- 6) TRANS-MAGHREB.

African Union Bridges

- 7) Across River CONGO (Kinshasa-Brazzaville).
- 8) Across River GAMBIA (Senegal-The Gambia).
- 9) Across River ROVUMA (Tanzania-Mozambique).

Energy

- 10) INGA HYDROELECTRIC DAM.
- 11) ALGERIA-LAGOS GAS PIPELINE.

NICT

- 12) LOCAL MASS PRODUCTION OF COMPUTERS.
- 13) E-SCHOOLS.

Defence and Security

- 14) ESTABLISHMENT OF REGIONAL CONTINGENTS.

CULTURE

- 14) ESTABLISHMENT OF PAN -AFRICAN PUBLISHING HOUSE.
- 15) AFRICAN SCHOOL OF WRITERS.

THE FIVE COMMITMENTS OF THE AFRICAN UNION

- 1) EXTENSION OF THE PEER REVIEW MECHANISM TO ALL AFRICAN COUNTRIES.
- 2) MORATORIUM ON DEATH PENALTY.
- 3) ESTABLISHMENT OF THE AFRICAN COURT OF JUSTICE.
- 4) RATIFICATION OF THE INTERNATIONAL CRIMINAL COURT CONVENTION BY ALL COUNTRIES.
- 5) FORMULATION OF A HARMONIZED BUSINESS LAW IN AFRICA.

SPECIAL PROGRAMME « African Initiatives » **(Invitation to Tender for Projects)**

A) OBJECTIVES

- Involve African citizens and the Diaspora in implementation of African Union programmes and projects;
- Provide African citizens and members of the Diaspora with a conducive framework to put their creative talents in the service of Africa;
- Help in the popularisation of the Pan-Africanist ideal;

B) IMPLEMENTATION STRATEGY

- Take off in 2006;
- Setting up a Special Committee to design and implement the programme;
- Synergy with the other initiatives of the Commission (priority programmes, Africa foundation, NEPAD...);
- Continuous search for alternative financing (notably from the private sector) thus, expanding and scaling up the impact of the programme.

C) PROGRAMME DESCRIPTION:

12 Special Funds: US\$11 million per year

**Shared Vision: Peace, Governance and Human Security;
Economic Integration; Infrastructure; Culture; Social Development**

Support to research activities	\$2 500 000
Support to innovative actions	\$1 500 000
Support to activities in favour of African children and women	\$1 500 000
Support to film production	\$1 000 000
Support to national integration commissions	\$1 000 000
Support to festivals and exhibitions	\$500 000
Support to the media	\$500 000
Dissemination of the works of African and the Diaspora artists in Africa and in the Diaspora	\$500 000
Support to cultural events	\$500 000
Assistance to grassroots initiatives (building of schools, health centres, rehabilitation schemes, water supply programmes...)	\$500 000
Access Projects on the development of contents of NICT	\$500 000
Training assistance	\$500 000
	\$ 11 000 000

PLAN FOR INSTITUTIONAL TRANSFORMATION OF THE COMMISSION

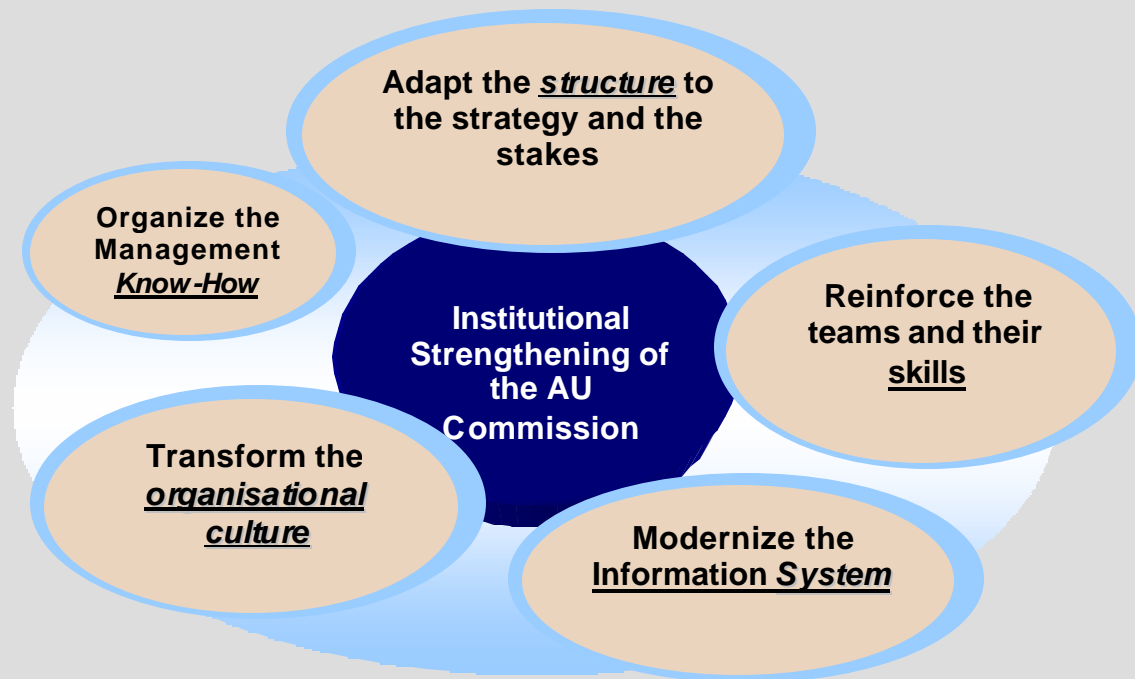
A) OBJECTIVES

- **Build a strong and responsible Commission, capable of constituting the driving force for African integration**
- **Disseminate new values in the organization**

B) ACTIVITIES

- Call for tenders from specialized external service providers for implementation of the overall plan for transformation of the Commission (June 2004)
- Validation of the 2004-2007 Strategic Plan at the July 2004 Summit
- Selection of an external service provider to implement the process
- Meetings for internal ownership and appropriation of the 2004-2007 Strategic Plan with the entire Commission (Orientation Sessions for the new team)
- Harmonization/Finalization of the plans of action of each Department
- Official launching of the Plan for the Transformation of the Commission (1 September 2004)
- Implementation of the first phase of the transformation plan (September 2004-May 2005)
- Mid-Term Progress Report (June-July 2006)
- Implementation of the second phase of the transformation plan (July 2005-December 2006)
- Status Report on the transformation plan (June-July 2007)

**THE 5 COMPONENTS OF THE PLAN FOR INSTITUTIONAL
TRANSFORMATION OF THE AU COMMISSION**



PLAN FOR INSTITUTIONAL TRANSFORMATION OF THE COMMISSION

1) ADAPT THE STRUCTURE TO THE STRATEGY AND THE STAKES

A) OBJECTIVES	<ul style="list-style-type: none"> • Rapidly fill vacant posts, particularly those identified by the management as critical • Make a few adjustments in the organigramme to better meet the needs of the new Commission and enable it to implement its strategic plan
B) SOME RE-ORDERING OF THE STRUCTURE OF THE COMMISSION	<ul style="list-style-type: none"> • Nomination of an Internal Mediator • Establishment of a Strategy Directorate • Better adaptation of the nomenclatures of some departments to their missions: <ol style="list-style-type: none"> 1. « Department of Social Affairs » becomes « Department of Social Development, in charge of Culture and Sports » 2. « Department of Political Affairs» becomes « Department of Political Affairs, in charge of External Relations» • Establishment of the Organization, Methods, Systems and Information Technology Division « OMSIT ») in the« Directorate of Information Systems and Telecommunications » • Establishment of an Internal Training Centre (« Telli DIALLO», Training Centre, 2005) • Modernization of the « Ato KIFLE WODAJO » Library • Immediate reinforcement of the staff strength in critical areas (particularly translators-interpreters, Office of the Legal Counsel, Strategy Department ...)

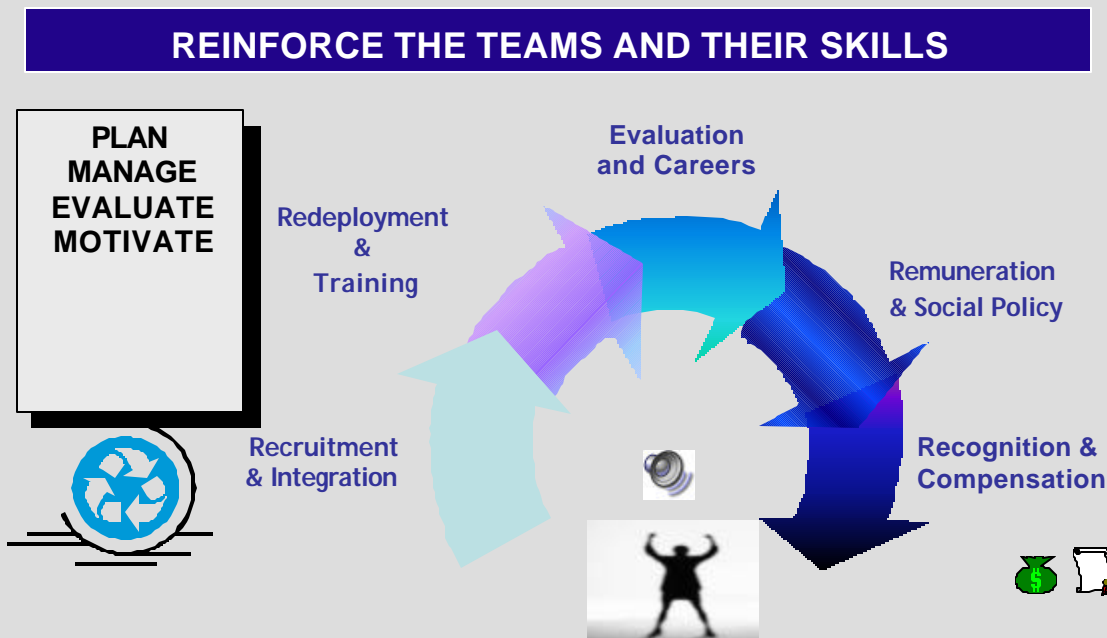
PLAN FOR INSTITUTIONAL TRANSFORMATION OF THE COMMISSION *(continued)*

2) REINFORCE THE TEAMS AND THEIR SKILLS

A) OBJECTIVES

- Endow the AU Commission with the requisite skills to implement the strategic plan
- Strengthen the capacities of the staff of the Commission, at technical level as well as in terms (when necessary) of capacity management, networking and teamwork, particularly through a permanent training programme.
- Put in place a dynamic and attractive human resource management policy
- Provide the Commission with a career and pensions plan

B) APPROACH



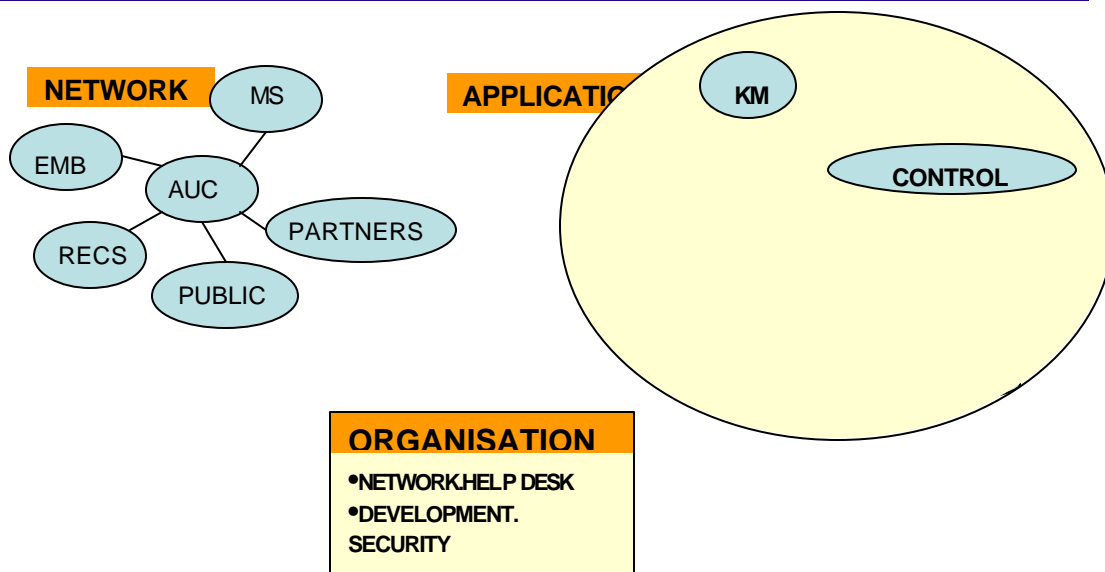
PLAN FOR INSTITUTIONAL TRANSFORMATION OF THE COMMISSION *(continued)*

3) MODERNIZE THE INFORMATION SYSTEM AND 4) ORGANIZE KNOW-HOW MANAGEMENT

A) OBJECTIVES	<ul style="list-style-type: none"> • Endow the AU Commission with a modern information system to significantly boost the performance of its teams • Reinforce, through the Connectivity Project, links and information sharing between the Commission and its subdivisions and key partners (Regional Offices, NEPAD Secretariat, RECs, States...)
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B) APPROACH

Design and Implement Information and Telecommunication Systems Master Plan (Voice & Data)



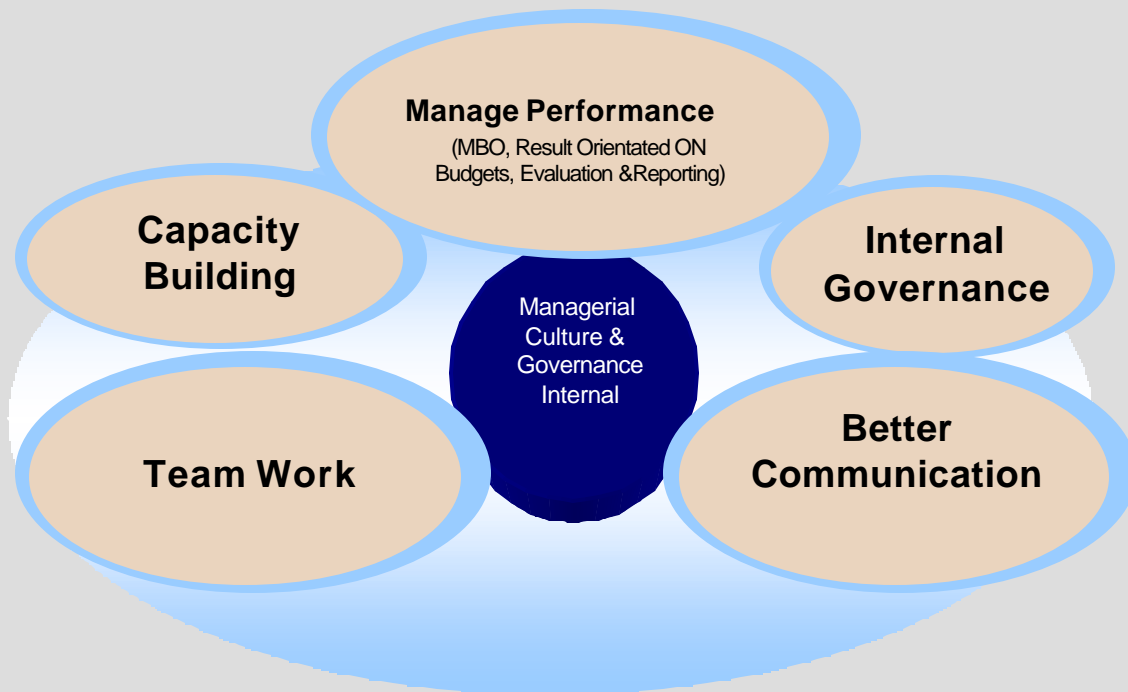
PLAN FOR INSTITUTIONAL TRANSFORMATION OF THE COMMISSION *(continued)*

5) TRANSFORM THE ORGANIZATIONAL CULTURE

A) OBJECTIVES

- Develop the management culture of the Commission towards a culture of modern, open, transparent and performing institution
- Make the Commission a result orientated organization
- Promote new values within the organization: responsibility, team spirit, transparency, performance...
- Establish an effective management, supervisory and recognition systems (reporting schedules, internal audit, compensation of merit...)

B) APPROACH



RECAP TABLE BY DEPARTMENT

PORTFOLIO	MANDATE	Programmes
DEPARTMENT OF PEACE AND SECURITY	<p>The mandate of this portfolio is to provide an enhanced institutional capacity for achieving peace, security and stability in Africa through dynamic actions and support to the efforts of AU Member States, within the framework of the larger African Union vision for a united, peaceful, stable and prosperous continent. Furthermore, it will facilitate and ensure a more effective, efficient cooperation and coordination of initiatives within the continent, as well as the Regional Conflict Resolution Mechanisms and other international initiatives.</p>	<p>“Peaceful Africa in a peaceful world”</p> <p>“A well governed Africa”</p> <p>“Democracy on the move”</p>
DEPARTMENT OF POLITICAL AFFAIRS	<p>The mandate of this portfolio is to contribute to the emergence of a political environment, within and among African countries, as well as at the international level, conducive to sustainable development and accelerating the economic integration of the Continent. To that effect, the Commission should play a prominent role in promoting, facilitating and coordinating enforcement of democratic principles and the rule of law, respect for Human Rights, participation of the Civil Society in the Continent’s development process and the identification of durable solutions to humanitarian crises;</p>	<p>“Democracy on the move “</p> <p>“A well governed Africa”</p> <p>“Africa’s Visibility“</p> <p>“Peaceful Africa in a peaceful world”</p>

<p>DEPARTMENT OF INFRASTRUCTURE AND ENERGY</p>	<p>The mandate of this portfolio is to enhance regional and continental efforts for accelerated integrated infrastructural development and effective and sustainable development of energy resources. The Directorate in this portfolio will work closely with the African Energy Commission, the RECs, as well as with Member States in pursuance of this mandate.</p>	<p>Linking Africa</p> <p>Bridging the digital divide</p>
<p>DEPARTMENT OF SOCIAL AFFAIRS</p>	<p>The mandate is to serve as a focal point for planning, developing and harmonising continental and regional policies, programmes and projects concerning Labour, Social Development and Culture with a view to building capacities and promoting African integration and solidarity.</p>	<p>Fight poverty and social exclusion</p> <p>Stop AIDS, malaria and tuberculosis</p> <p>An Interdependent Africa</p>
<p>DEPARTMENT OF HUMAN DEVELOPMENT, SCIENCE AND TECHNOLOGY</p>	<p>The mandate of this portfolio is the promotion and coordination of Human Resource Development and Science and Technology policies, particularly the development of ICT for the social and economic development of Africa. These policies will enhance the integration process through programmes and activities that are perceived by Member States as reflective of their priority developmental objectives and political stability.</p>	<p>Priority Education</p> <p>Made in Africa</p>
<p>DEPARTMENT OF TRADE AND INDUSTRY</p>	<p>The mandate of this portfolio is to contribute towards making Africa a significant and competitive trading partner in the global economy as well as an integrated trading bloc within the Continent. Furthermore, by initiating policy measures and strategies, the portfolio will also contribute to the structural transformation of the continent by diversifying and modernizing production structures through self-sustained industrial development.</p>	<p>Integration « Horizon 2007 »</p> <p>Invest in Africa</p> <p>Made in Africa</p> <p>Equitable World trade</p>

<p>DEPARTMENT OF RURAL ECONOMY AND AGRICULTURE</p>	<p>The mandate of this portfolio is to initiate and promote policies and strategies that can contribute to the development of the rural economy, particularly through the improvement of agricultural productivity and growth of the sector as a whole. The portfolio is also charged with the responsibility of promoting measures that will contribute to enhancing environmental sustainability.</p>	<p>Food security and self-sufficiency</p> <p>Water For All</p> <p>Integration « Horizon 2007 »</p>
<p>DEPARTMENT OF ECONOMIC AFFAIRS</p>	<p>The mandate of this portfolio is to initiate and promote policies and strategies that can enhance the coordination, harmonization and facilitation of continental collective initiatives in economic integration. The portfolio will also undertake measures for investment promotion, mobilization of development financing, building of common financial institutions, undertake econometric research and analysis as well as provide econometric statistics.</p>	<p>Integration « Horizon 2007 »</p> <p>Towards a common African currency</p> <p>Invest in Africa</p> <p>A Well Governed Africa</p>

