

African Union Advisory Board on Corruption (AU-ABC) 2018 - 2022 Strategic Plan

Validation workshop document

Briefing document

December-2017

Executive summary (1/2)



- The 2018 – 2022 Strategic Plan of the African Union Advisory Board on Corruption (AUABC) is a framework that provides guidance for the initiatives of the Board Members and the Secretariat towards the achievement of the Board’s short-term vision. This vision is to be, by 2020, “an efficient organization that provides relevant support to Member States in the sustainable implementation of the AU Convention and the fight against corruption in Africa.”
- The design of the Strategic Framework is informed by two approaches:
 - An Analysis of the mission, strong points, weaknesses, opportunities and threats of the Board as well as the identification of the main categories of stakeholders enabled the identification of a niche for the Board. In fact, its interventions as an organ responsible for the coordination of anti-corruption initiatives in Africa will confirm the added value that it has in a field that is continually evolving.
 - An analysis of the performance of its previous strategy (2011-2015)
- The scope of the Strategic Plan cascades from the prioritized goals, expected outcome and activities to realize the goals. The strategic axes are drawn from the principles enshrined in the Constitutive Act of the African Union, the African Union Convention on Preventing and Combatting Corruption, the African Governance Architecture (AGA), the Africa Union Agenda 2063 and the Ten-Year Implementation Plan. In delivering on its mandate and in attaining its strategic goals, the Board is keenly aware of the need to harmonize synergies and develop coherent and collaborative strategies with different stakeholders
- The 2018 – 2022 Strategic Plan seeks to achieve four objectives:
 - Provide a road-map that clearly defines the actions of the Board over the next five (5) years. The plan serves as a tool to guide planning, decision making and resource allocation
 - Provide a strategic framework and common standards of responsibilities which allows the Board, stakeholders and partners to align on how goals are achieved, and the flexibility to respond to rapid and unforeseen developments
 - Create a solid link between the Board, partners and stakeholders who will assist it in its mission (short term), measure the degree of progress in fighting corruption in Africa (medium term) and to considerably reduce the effects of corruption on good governance and development in Africa (longer term);
 - Provide a platform to align the activities of the Board with the wider African Union agenda, specifically, the AU Agenda 2063 (Aspiration #3) and the framework for the African Governance Architecture

Executive summary (2/2)



- Key assumptions underlying the 2018 – 2022 Strategic Plan were outlined amongst which are the Adoption of a phased strategy approach aligned with the growth in the capabilities of the AU ABC, The Board will continue to maintain good working relationship with key and critical partners & stakeholders and Increased resources will be placed at the disposal of the AU ABC
- A Strategic Framework consisting of four strategic axes will articulate the 2018 – 2022 vision of the Board:
 - Enhanced legal framework to combat corruption;
 - Strengthened capacity of State Parties to combat corruption;
 - Enhanced outreach and cooperation activities; and
 - Strengthened institutional capacity of the Board and the Secretariat.
- During the first two years, the Board and the Secretariat will work to strengthen their own operational efficiency, to ensure the sustainability of their actions. Other key areas of interest will focus on the ratification of the Convention by Member States, the implementation of a communication strategy, development and implementation of anti-corruption projects with stakeholders.
- To ensure effectiveness and efficiency in the implementation of this plan, the Board will play the role of a think tank and provide Member States and the Secretariat with the necessary guidance on anti-corruption issues. It will also be responsible for conducting campaigns and strategic communication, while the Executive Secretariat will provide the technical and administrative support required for the implementation of different activities.
- The Board intends to carry out this plan based on key principles such as, among others:
 - Subsidiarity and complementarity with other AU Organs, Member States and RECs;
 - Concrete achievements, feasibility and attainment of results;
 - Method for networking, which benefits from initiatives and resources provided by other actors
- The Strategic Plan is designed to foster sustained engagement with relevant governance stakeholders so as to derive maximum benefits. It is also developed at a time where there has been heightened interest in the work of the Advisory Board following the decision of the African Union to declare 2018 as the Africa Year of anti-corruption. While the development of this Strategic Plan has focused on the current mandate of the Advisory Board, it is guided by the principles of foresight and flexibility to make it adaptable to meet the challenges of the next five years.



Introduction to the AU ABC

Review of the 2011-2015 Strategic Plan

2018 – 2022 Strategy & Implementation Plan

2018 – 2022 Implementation Plan Enablers

Annexures



Mandate and Mission of the African Union Advisory Board on Corruption (AU ABC)

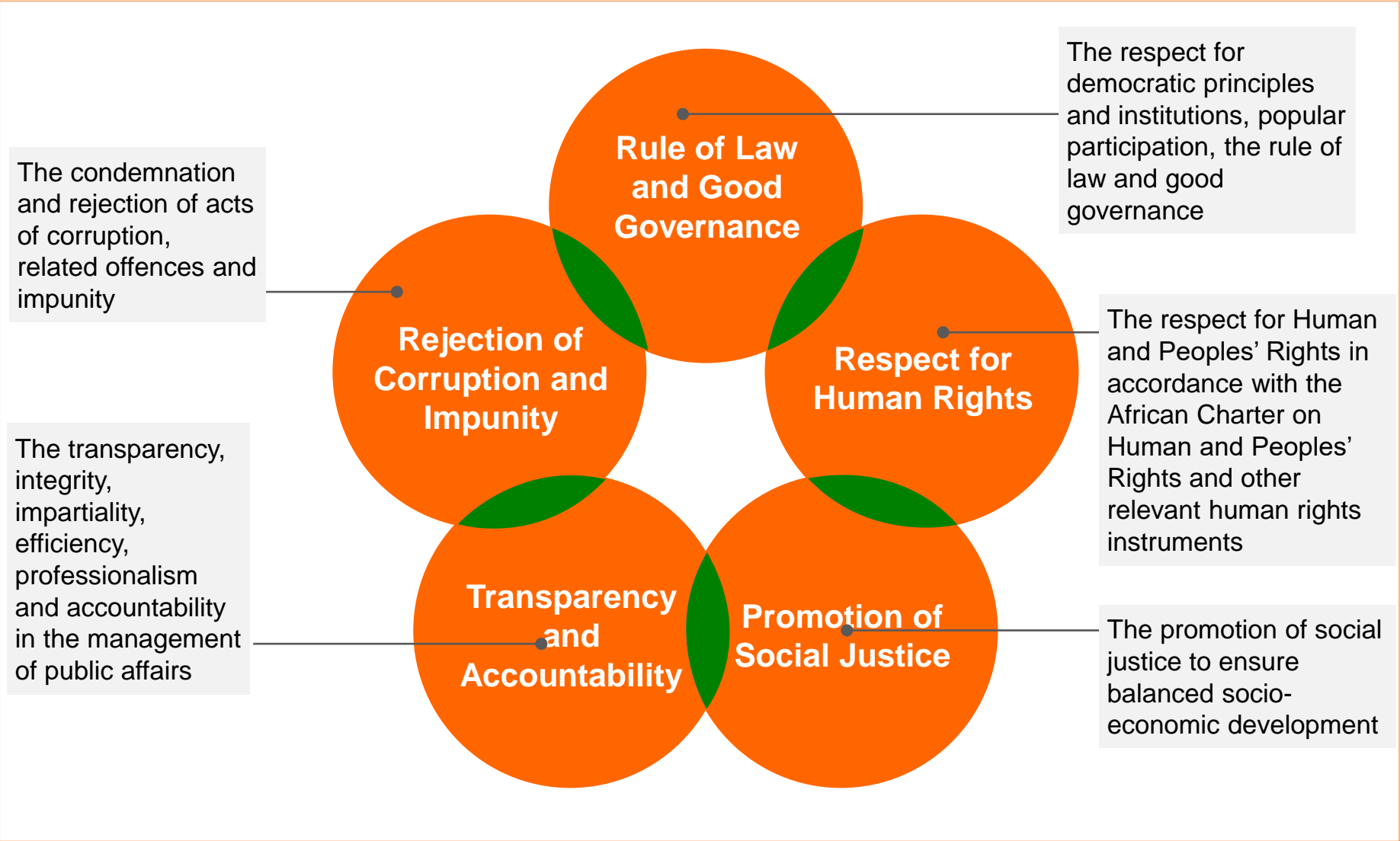
Key principles guiding the execution of the AU ABC mandate

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

Mission and Mandate

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

Core Values of the African Union Advisory Board on Corruption (AU ABC)

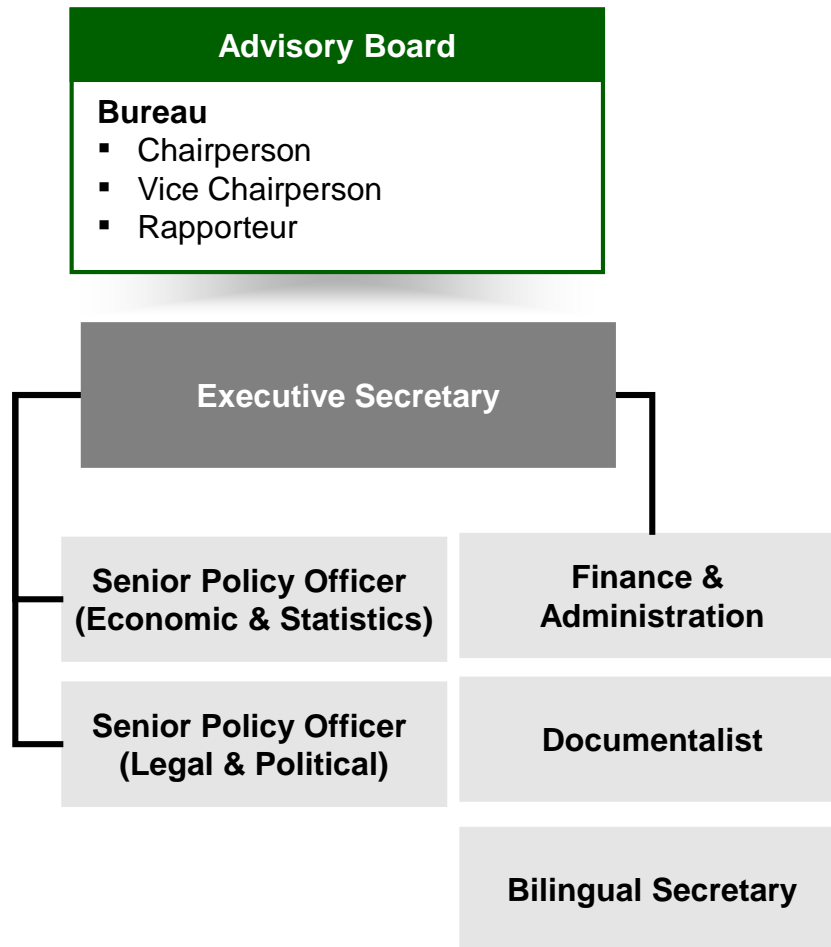




Structure of the African Union Advisory Board on Corruption (AU ABC)

Advisory Board

- The Board elects from among its members a Bureau comprising of Chairperson, a Vice Chairperson and a Rapporteur. Members of the Bureau are appointed for a period of two years.
- The Bureau ensures the planning and coordination of the activities of the Board necessary to execute its functions under Article 22 (5) of The Convention.
- The Bureau may represent the Board in regional and international conferences or meetings related to its functions and mandate.
- The Bureau may, after informing the African Union Commission (AUC) and on behalf of the Board, conclude partnerships and cooperation arrangements with other organizations or regional or international institutions pursuing similar goals

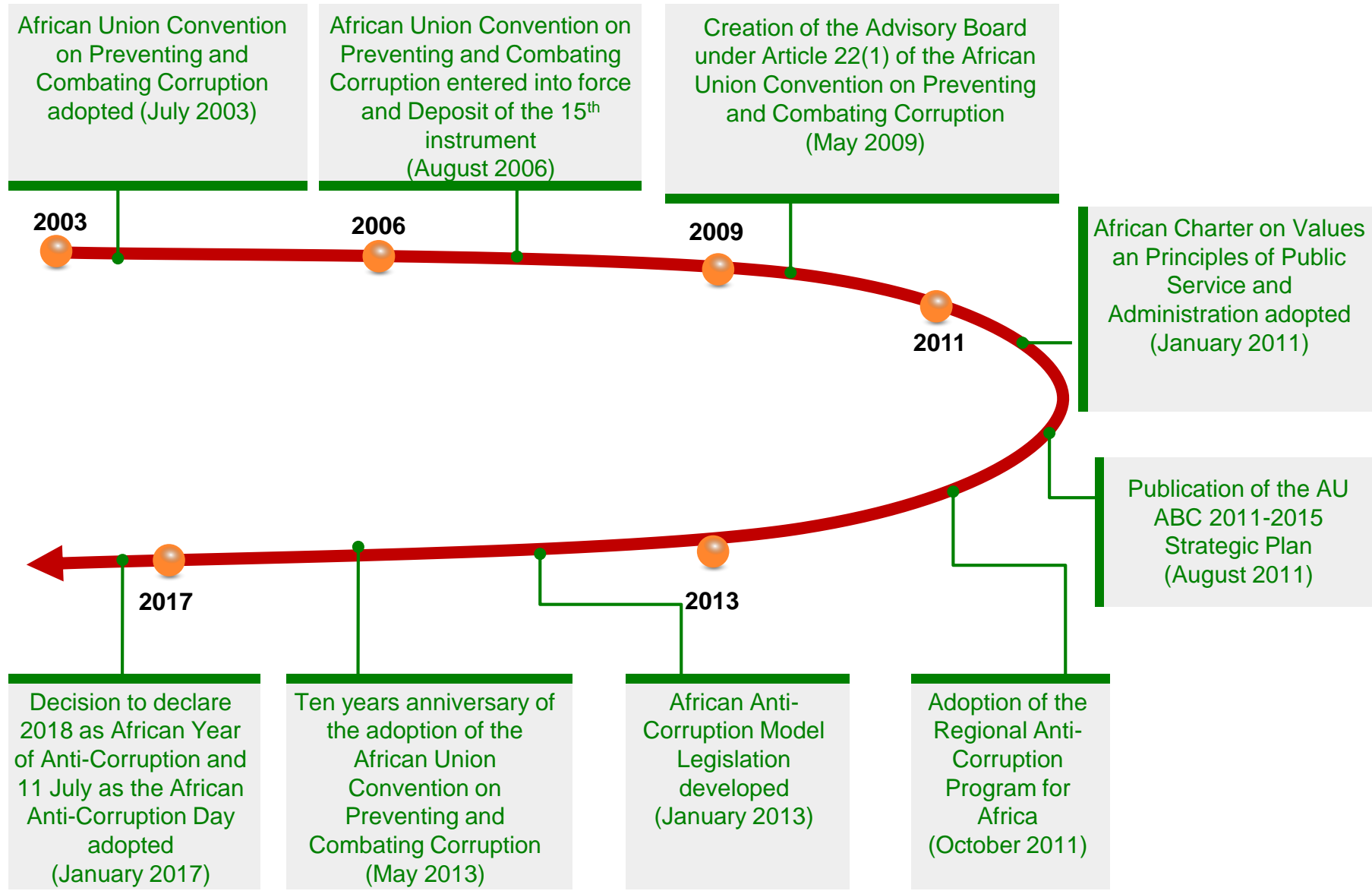


Secretariat

- The Secretariat functions under the direction of the Bureau and the supervision of the Rapporteur.
- It provides substantive, professional, logistical and administrative support to the Board.
- It organizes all meetings of the Board and the Bureau and maintains registry of all documents and correspondence of the Board.
- It also provides the necessary technical support to Board Members in the achievement of their missions.
- The Secretariat is managed by an Executive Secretary and staffed by professional, technical and administrative personnel



Selected key milestones of the African Union Advisory Board on Corruption (AU ABC)





Introduction to the AU ABC

Review of the 2011-2015 Strategic Plan

2018 – 2022 Strategy & Implementation Plan

2018 – 2022 Implementation Plan Enablers

Annexures



2011-2015 AU ABC Strategic Plan implementation summary

Strategic Axes I

- Support to the implementation of the convention
- 5% implementation of activities



Strategic Axes II

- Awareness raising on the convention and visibility of the board
- 0% implementation of activities



Strategic Axes III

- Building Partnerships
- 0% implementation of activities



Strategic Axes IV

- Organizational efficiency of the board and Monitoring & Evaluation
- 0% implementation of activities¹



Detailed assessment: Strategic Axes I

● 100% Completed
 ● 0% Completed



Strategy Axes I

Support to the implementation of the convention



Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> Ensure ratification of the convention by Member States of the African Union 	<ul style="list-style-type: none"> Develop and implement a strategy on awareness raising at the level of the member states on the importance of the ratification of the convention 	<ul style="list-style-type: none"> Expected results not achieved 	
<ul style="list-style-type: none"> Promote and encourage the development of an adequate and effective legal framework by State Parties 	<ul style="list-style-type: none"> Analyze and identify gaps in the domestication of the convention by State Party Propose a model law which could be adapted to state members to support adequate domestication of the convention by State Parties Follow up the utilization of the laws put in place and their corresponding effects/ impact on the reduction of corruption and its related offences in the State Parties 	<ul style="list-style-type: none"> Expected results not achieved Expected results not achieved Expected results not achieved 	

Detailed assessment: Strategic Axes I

● 100% Completed
● 0% Completed



Strategy Axes I ...contd.

Support to the implementation of the convention



Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> Promote the use of the adopted Code of Conduct for public officials 	<ul style="list-style-type: none"> Dissemination of the adopted Code of Conduct in State Parties Follow up the establishment, implementation and impact of Codes of Conducts at national levels 	<ul style="list-style-type: none"> Expected results not achieved Expected results not achieved 	
<ul style="list-style-type: none"> Develop methodologies for analyzing the nature and scope of corruption in Africa 	<ul style="list-style-type: none"> Assess the existing measuring tools of corruption with regards to the scope of application as defined by the convention Develop a measuring tool for assessing the nature, scope and impact of corruption Design a tailored and comprehensive measurement tool for corruption in Africa 	<ul style="list-style-type: none"> Work in progress Expected results not achieved Expected results not achieved 	

Detailed assessment: Strategic Axes I

● 100% Completed
● 0% Completed



Strategy Axes I ...contd.

Support to the implementation of the convention



Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> Analyze and encourage the promotion of capacity development for national and sub regional organs in charge of the fight against corruption 	<ul style="list-style-type: none"> Analyze the current capacities of national and regional anti corruption authorities to efficiently support the implementation of the Convention and the fight against corruption Support the implementation of a pertinent capacity development program for national and regional anti-corruption authorities 	<ul style="list-style-type: none"> Expected results not achieved Expected results not achieved 	

Detailed assessment: Strategic Axes II

● 100% Completed
 ● 0% Completed



Strategy Axes II

Awareness raising on the convention and visibility of the board



Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> Increase awareness on the Convention and its implementation mechanisms (at national, sub regional and regional levels) 	<ul style="list-style-type: none"> Elaborate and implement a communication strategy Establish formal links with pertinent anti-corruption networks and organizations Collect, and document information on the nature and scope of corruption in Africa Share information on the nature and scope of corruption in Africa Showcase champions or best practices in the application of the provisions of the convention 	<ul style="list-style-type: none"> Expected results not achieved Expected results not achieved Expected results not achieved Expected results not achieved Expected results not achieved 	

Detailed assessment: Strategic Axes III

● 100% Completed
 ● 0% Completed



Strategy Axes III

Building Partnerships



Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> Consolidate partnerships with stakeholders involved in the fight against corruption 	<ul style="list-style-type: none"> Develop suitable projects for the achievement of the (technical)strategic plan Obtain commitment from stakeholders on their involvement in the projects developed by the Board. <ul style="list-style-type: none"> Parties: AU ABC, AU State Members, African Commission on People's and Human Rights Associated parties: African Development Bank, UN organizations and related organs Stakeholders: NGOs and Civil society 	<ul style="list-style-type: none"> Expected results not achieved Expected results not achieved 	

Detailed assessment: Strategic Axes IV

● 100% Completed
● 0% Completed



Strategy Axes IV

Organizational efficiency of the board and Monitoring & Evaluation



Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> Establish a well resourced, functional and efficient secretariat 	<ul style="list-style-type: none"> Put in place and adequately staff a Secretariat 	<ul style="list-style-type: none"> Expected results not achieved 	
	<ul style="list-style-type: none"> Define an organization chart for the secretariat with the mission and interrelationships 	<ul style="list-style-type: none"> Expected results not achieved 	
	<ul style="list-style-type: none"> Recruit permanent staff for the Secretariat 	<ul style="list-style-type: none"> Expected results not achieved 	
	<ul style="list-style-type: none"> Develop and implement a capacity development program for the staff 	<ul style="list-style-type: none"> Expected results not achieved 	
	<ul style="list-style-type: none"> Develop a harmonized planning and reporting system between the Board and the Secretariat 	<ul style="list-style-type: none"> Expected results not achieved 	
<ul style="list-style-type: none"> Mobilize and secure financial resources 	<ul style="list-style-type: none"> Secure internal resources within the AU 	<ul style="list-style-type: none"> Expected results not achieved 	

Detailed assessment: Strategic Axes IV

● 100% Completed
● 0% Completed



Strategy Axes IV ...contd.

Organizational efficiency of the board and Monitoring & Evaluation



Key Objective(s)	Activities	Progress made (2011 to 2015)	Status
<ul style="list-style-type: none"> Mobilize and secure financial resources 	<ul style="list-style-type: none"> Identify, mobilize and secure external resources 	<ul style="list-style-type: none"> Expected results not achieved 	
<ul style="list-style-type: none"> Optimize the efficiency of the board members during their mandate 	<ul style="list-style-type: none"> Ensure Increased buy-in and ownership of the strategic focus of the Advisory Board by new Board Members Establish and systematize the transition process between the outgoing and the incoming Board 	<ul style="list-style-type: none"> Expected results not achieved Expected results not achieved 	
<ul style="list-style-type: none"> Monitor, assess and report on progress made in the implementation of the Convention 	<ul style="list-style-type: none"> Develop an information gathering and sharing system on progress made in the fight against corruption by the Board, State Parties, and partners Report on key activities carried out with their related outcomes 	<ul style="list-style-type: none"> Expected results not achieved Expected results not achieved 	



Introduction to the AU ABC

Review of the 2011-2015 Strategic Plan

2018 – 2022 Strategy & Implementation Plan

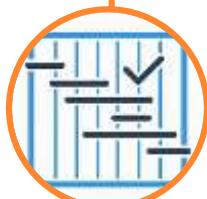
2018 – 2022 Implementation Plan Enablers

Annexures



2018 – 2022 Strategy Objectives, SWOT, Assumptions and Strategic Framework

Objectives of the 2018 – 2022 Strategic Plan



Provide a road-map that **clearly defines the actions of the Board** over the next five (5) years. The plan serves as **a tool** to **guide planning, decision making** and **resource allocation**



Provide a strategic framework and **common standards of responsibilities** which allows the Board, stakeholders and partners to align on **how goals are achieved**, and the **flexibility** to respond to rapid and unforeseen developments.



Create a solid link between the Board, partners and stakeholders who will assist it in its mission (short term), measure **the degree of progress** in fighting corruption in Africa (medium term) and to **considerably reduce** the effects of corruption on good governance and development in Africa (longer term).



Provide a platform to align the activities of the Board with the wider African Union agenda, specifically, the **AU Agenda 2063** (Aspiration #3) and the framework for the **African Governance Architecture**



AU-ABC Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis



- Qualification and competence of Board Members
- Establishment and operationalization of rules and procedures
- Cultural diversity of its members
- Existence of the force of the AU behind the Board
- Continental coverage of the Convention
- Independence of the Board



- Inadequate human capacity to implement the AU ABC strategic plan
- Insufficient financial resources
- Insufficient long term partnerships
- Inadequate supporting logistics e.g. office space, transport facilities
- Short tenure of for Board's mandate, leading to frequent changes during a set strategic planning horizon e.g. 3 changes within one strategic planning horizon



- Increased awareness of the negative effects of corruption
- High dynamism of the anti-corruption community
- Partnerships/synergy with regional and national anti corruption organizations, NGOs and international bodies e.g. UN
- Increased interest in anti corruption and the need for good governance in Africa from the international community



- Lack of a supporting delivery structure to facilitate the implementation of strategic plans in the AU ABC
- Insufficient political commitment of State Parties in the development of a legislative framework in line with the provisions of the Convention
- Insufficient political commitment of AU Member States in the ratification and domestication of the Convention



Key assumptions underlying the 2018 – 2022 strategy and implementation plan



Adoption of a phased strategy approach aligned with the incremental improvement in the capabilities of the AU ABC



The Board will continue to maintain good working relationship with key and critical partners & stakeholders



Increased resources will be placed at the disposal of the AU ABC



The AU ABC will strive to be a “learning” organization, learning from its past mistakes and being open to good management practices



The AU ABC will strive to be flexible in updating the Strategic Plan as events unfold



African Union Advisory Board on Corruption (AU ABC)

Strategic Framework

I Enhanced legal framework to combat corruption

- a Encourage the ratification of the Convention by Member States
- b Promote and encourage the adoption of adequate and effective legal framework by State Parties
- c Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties
- d Develop strategies to address the commercial, criminal and corrupt component of illicit financial flows

II Strengthened capacity of State Parties to combat corruption

- a Strengthen the capacity of key national and regional anti-corruption actors across all RECs
- b Encourage knowledge and experience sharing amongst anti-corruption actors in each REC
- c Develop and make available anti-corruption tools and resources

III Enhanced outreach and cooperation activities

- a Raise awareness on the role of AU ABC; Develop and operationalize an action plan to support the declaration of 2018 as Africa Year of Anti-Corruption
- b Strengthen the AU ABC relationships with internal Governance stakeholders
- c Strengthen the AU ABC relationships with external stakeholders

IV Strengthened institutional capacity of the Board and the Secretariat

- a Address the Secretariat's resource constraints and enhance its delivery capabilities
- b Strengthen the technical capacity of the Secretariat
- c Define the Governance structure between the Board and the Secretariat
- d Provision of a permanent premises that meet the Board's operational requirements



2018 – 2022 Implementation Plan

Detailed implementation plan (1/23)



Strategy Objective Ia

Encourage the ratification of the Convention by Member States of the African Union

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Conduct advocacy missions in favor of the ratification of the Convention targeted at countries yet to ratify the convention	Reports from advocacy missions	N/A	N/A	N/A	N/A	Board

2 Monitor the state of ratification of the Convention amongst Member States of the African Union and produce annual reports to the Executive Council	Regular reports tracking ratification of the Convention and drivers	December	December	December	December	Board

Detailed implementation plan (2/23)



Strategy Objective 1b

Promote and encourage the adoption of adequate and effective legal framework by State Parties

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Adopt the model law (developed with the support of UNECA) to support adequate domestication of the Convention by State Parties	Model law adopted by the African Union Executive Council	January	Board
2 Circulate model laws and encourage all State Parties with existing legal anti-corruption laws to adapt appropriate model law	Model law adapted by all State Parties that have ratified the Convention	December	Board
3 Circulate model laws and encourage all State Parties without an anti-corruption legal laws to adopt appropriate model law	Model law adopted by all State Parties that have ratified the Convention	December	Board

Detailed implementation plan (3/23)



Strategy Objective Ib (contd.)

Promote and encourage the adoption of adequate and effective legal framework by State Parties

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
4 Commission a study every three years to analyze the level of domestication of the model law (and convention) by State Parties that have ratified the convention	<i>Annual</i> Reports on level of domestication of model law (gaps analysis and recommendations)	December	Board
5 Institute an annual program to recognize and acknowledge the efforts of States Parties with best practices in the implementation of the provisions of the Convention during Summits of the AU and annual anti-corruption conference and workshops	Recognition Program operational	January	January	Board

Detailed implementation plan (4/23)



Strategy Objective 1c

Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Develop and adopt a harmonized Code of Conduct for Public Officials	Code of Conduct developed & adopted by the AU Executive Council	January	Board
2 Conduct a study to identify State Parties with existing gaps in Code of Conduct for Public Officials and State Parties without a Code of Conduct for Public Officials	Survey on status of Code of Conduct for Public Officials across all State Parties that have ratified Convention	June	Board
3 Engage State Parties on aligning existing Code of Conduct with the harmonized Code of Conduct for Public Officials	State Parties with pre-existing Code of Conduct have these aligned with the harmonized Code of Conduct	December	Board

Detailed implementation plan (5/23)



Strategy Objective 1c (contd.)

Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
4 Engage State Parties without Code of Conduct for Public Officials to adopt the harmonized Code of Conduct for Public Officials	State Parties without a pre-existing Code of Conduct have adopted the harmonized Code of Conduct	December	Board
5 Commission and publicize the results of regular surveys on the status of implementation (and impact) of harmonized Codes of Conduct for Public Officials across State Parties that have ratified the Convention	Survey reports on implementation progress and recommendations	December	December	Board

Detailed implementation plan (6/23)



Strategy Objective Id

Develop and implement strategies to address the corrupt component of illicit financial flows

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
<p>1 Integrate illicit financial flows into Article 22 of the African Union Convention on Preventing and Combatting Corruption</p> <p>– “Develop Methodologies for analyzing the nature and extent of illicit financial flows from Africa, and disseminate information and sensitize the public on the negative effects of illicit financial flows from Africa”</p>	Illicit Financial Flows integrated into Article 22 of the AUCPCC	December	Board
<p>2 Obtain ratification of Member States on revised convention</p>	Revised convention ratified by minimum number of State Parties	December	Board

Detailed implementation plan (7/23)



Strategy Objective Id (contd.)

Develop and implement strategies to address the corrupt component of illicit financial flows

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
<p>3 Develop a program of activities to operationalize the revised Article 22 of the convention aimed at combating the corrupt component of illicit flows:</p> <ul style="list-style-type: none"> – Propose model laws to be developed around government procurement – Enhanced public access to National Budgets – Public awareness/advocacy program aimed at detailing the economic, social and political impact of illicit financial flows 	Illicit Financial Flows program developed	June	Secretariat



Detailed implementation plan (8/23)

Strategy Objective IIa

Strengthen the capacity of national and regional anti-corruption actors across all RECs

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Commission a study to identify regional capacity gaps along the corruption prevention, investigation and prosecution chain in all State Parties that have ratified the Convention	Gap analysis report for each region	December	Secretariat
2 Engage a consultant to develop regional capacity building programs to build the capacities of key actors along the corruption prevention, investigation and prosecution chain	Regional capacity building programs developed	June	Secretariat
3 Implement regional capacity development programs	Regional capacity Building program operational	January	Secretariat



Detailed implementation plan (9/23)

Strategy Objective IIb

Promote Encourage knowledge and experience sharing amongst national and regional anti-corruption actors towards enhancing cross-border cooperation

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Organize annual conferences for key actors such as anti-corruption bodies, law enforcement and judiciary along the prevention, investigation and prosecution chain (in conjunction with external stakeholders) to facilitate the sharing of experiences on fighting corruption	Annual open anti-corruption workshops held	June	June	June	June	Board
2 Hold regional workshops and seminars targeted at key actors along the prevention, investigation and prosecution chain to facilitate the sharing of experiences on fighting corruption	2 regional workshops held annually	March and September	March and September	March and September	Board

Detailed implementation plan (10/23)



Strategy Objective IIc

Develop and make accessible anti-corruption tools and resources

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Establish a network of focal points to collect data on acts of corruption and related offences by country	Network of national and regional focal points created	June	Secretariat
2 Commence collection and analysis of data on acts of corruption and related offences by country	Data collection and analysis operational	June	Secretariat
3 Regularly publish and make accessible data on acts of corruption	Data published on the AU ABC website and made freely available to the public	September	September	September	Secretariat

Detailed implementation plan (11/23)



Strategy Objective IIc (contd.)

Develop and make accessible anti-corruption tools and resources

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
4 Evaluate existing corruption measurement instruments with regards to their field of application as defined by the Convention	Evaluation report on current corruption measurement instruments in use in Africa	December	Secretariat
5 Develop novel methods of analyzing the nature and scope of corruption in Africa	New methods for evaluating corruption in Africa developed	June	Secretariat
6 Conduct baseline study once every two years on unethical conduct and behaviors of key actors (e.g. MNCs) operating in Africa	Baseline study conducted and findings disseminated	June	Secretariat

Detailed implementation plan (12/23)



Strategy Objective IIc (contd.)

Develop and make accessible anti-corruption tools and resources

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
7 Facilitate access of national anti-corruption bodies to international anti-corruption databases	Access to international databases granted to all national anti-corruption bodies	December	Secretariat
8 Integrate the AU ABC 2018 Communication plan with the 2018 – 2022 Strategic Plan	2018 Communication Plan integrated into the 2018 – 2022 Strategic Plan	March	Secretariat

Detailed implementation plan (13/23)



Strategy Objective IIIa

Improve the general public's awareness of the role of AU ABC, develop and operationalize an action to support the declaration of 2018 as Africa Year of Anti-Corruption

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Develop and operationalize the AU ABC communication strategy addressing: <ul style="list-style-type: none"> – Sensitization of the general public – Engagement of key stakeholders 	Communication strategy developed and operationalized	December	Secretariat

2 Develop and sign-off on the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption	Concept paper finalized	January	Board

Detailed implementation plan (14/23)



Strategy Objective IIIa (contd.)

Improve the general public's awareness of the role of AU ABC; Develop and operationalize an action to support the declaration of 2018 as Africa Year of Anti-Corruption

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
3 Operationalize the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption <ul style="list-style-type: none"> – Proposed process activities – Proposed Preparatory activities – Proposed Knowledge management activities – Proposed Advocacy and Outreach activities – Proposed Funding activities 	Concept paper operationalized	December	Board



Detailed implementation plan (15/23)

Strategy Objective IIIb

Strengthen the AU ABC relationships and engagement with internal African Union governance institutions and stakeholders

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Jointly develop with internal stakeholders the regional anti-corruption program for Africa for 2019-2023	2019-2023 regional anti-corruption program for Africa developed	December	Secretariat
2 Implement the regional anti-corruption program for Africa for 2019-2023 in conjunction with internal AU stakeholders	2019-2023 regional anti-corruption program for Africa operational	January	Secretariat
3 Appoint an AU ABC focal person for the African Governance Architecture (AGA)	Focal Point for the AGA appointed	June	Board

Detailed implementation plan (16/23)



Strategy Objective IIIb (contd.)

Strengthen the AU ABC relationships and engagement with internal African Union governance institutions and stakeholders

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
4 Operationalize the AU ABC participation in the African Governance Architecture (AGA)	Full and regular participation in AGA operations and meetings	January	Secretariat
5 Identify potential programs for joint collaboration with the African Court and UNECA in areas of development and implementation e.g. communications strategy with the African Court	Program of joint activities with the the African Court outlined and operational	September	Board

Detailed implementation plan (17/23)



Strategy Objective IIIc

Strengthen the AU ABC relationships with external stakeholders

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Identify and map external partners potential support in the areas of : <ul style="list-style-type: none"> – Funding – Capacity building and – Program implementation 	Partners identified and mapped to the three critical areas	June	Board
2 Develop new partnership strategies between the AU ABC and external stakeholders across all identified areas to drive structured engagements	Partners engagement strategies developed	September	Board
3 Operationalize new partnership strategies across all identified three areas	Partners engagement strategies operational	December	Secretariat

Detailed implementation plan (18/23)



Strategy Objective IIIc (contd.)

Strengthen the AU ABC relationships with external stakeholders

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
4 Develop and operationalize a strategy for re-engaging and strengthening strained relationships with critical external partners	Partner re-engagement strategy developed and operationalized	December	Board

Detailed implementation plan (19/23)



Strategy Objective IVa

Address the Secretariat's resource constraints and enhance its delivery capabilities

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Finalize and sign-off on a temporary delivery structure to support the Secretariat in the delivery of the 2017-2021 Strategy and Implementation plan	Temporary projects delivery structure signed-off	June	Board
2 Engage external partners to staff temporary delivery support structure to facilitate implementation of the strategic plan : <ul style="list-style-type: none"> – Secondments – Direct resourcing 	Temporary projects delivery structure fully staffed	December	Board



Detailed implementation plan (21/23)

Strategy Objective IVb

Strengthen the technical capacity of the Secretariat

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Conduct role-specific skills gaps analysis for all AU-ABC Secretariat staff and Board members	Skills gap report and recommendations to close gap.	December	Secretariat
2 Develop and operationalize capacity development program to close identified skills gaps for all AU ABC staff	Capacity development plan developed and operationalized	June	Secretariat
3 Develop and operationalize a transition strategy (including induction program) for new Board members to ensure continuity in execution of strategic initiatives	Board transition strategy developed and operationalized	January	Board

Detailed implementation plan (22/23)



Strategy Objective IVc

Define the governance structure between the Board and the Secretariat

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Develop a governance structure for planning and reporting between the: <ul style="list-style-type: none"> • Advisory Board • Executive Secretariat 	AU ABC governance structure defined	December	Board
2 Define the reporting relationships between the Advisory Board, Executive Secretariat and Department of Political Affairs	Reporting relationships defined	June	Board

Detailed implementation plan (23/23)



Strategy Objective IVd

Ensure the timely provision of a permanent premises that meet the Board's operational requirements

Activities	Deliverables	Annual Targets					Owner
		2018	2019	2020	2021	2022	
1 Establishment and operationalization of the activities of the Joint Facilitative Committee	Joint Facilitative Committee established and operationalized	June	Board
2 Develop and obtain approval on the final architectural plans	Architectural plans developed and approved	June	Board
3 Commence construction of the African Union Advisory Board on Corruption's permanent premises	Construction of permanent premises commenced	June	Board



Introduction to the AU ABC

Review of the 2011-2015 Strategic Plan

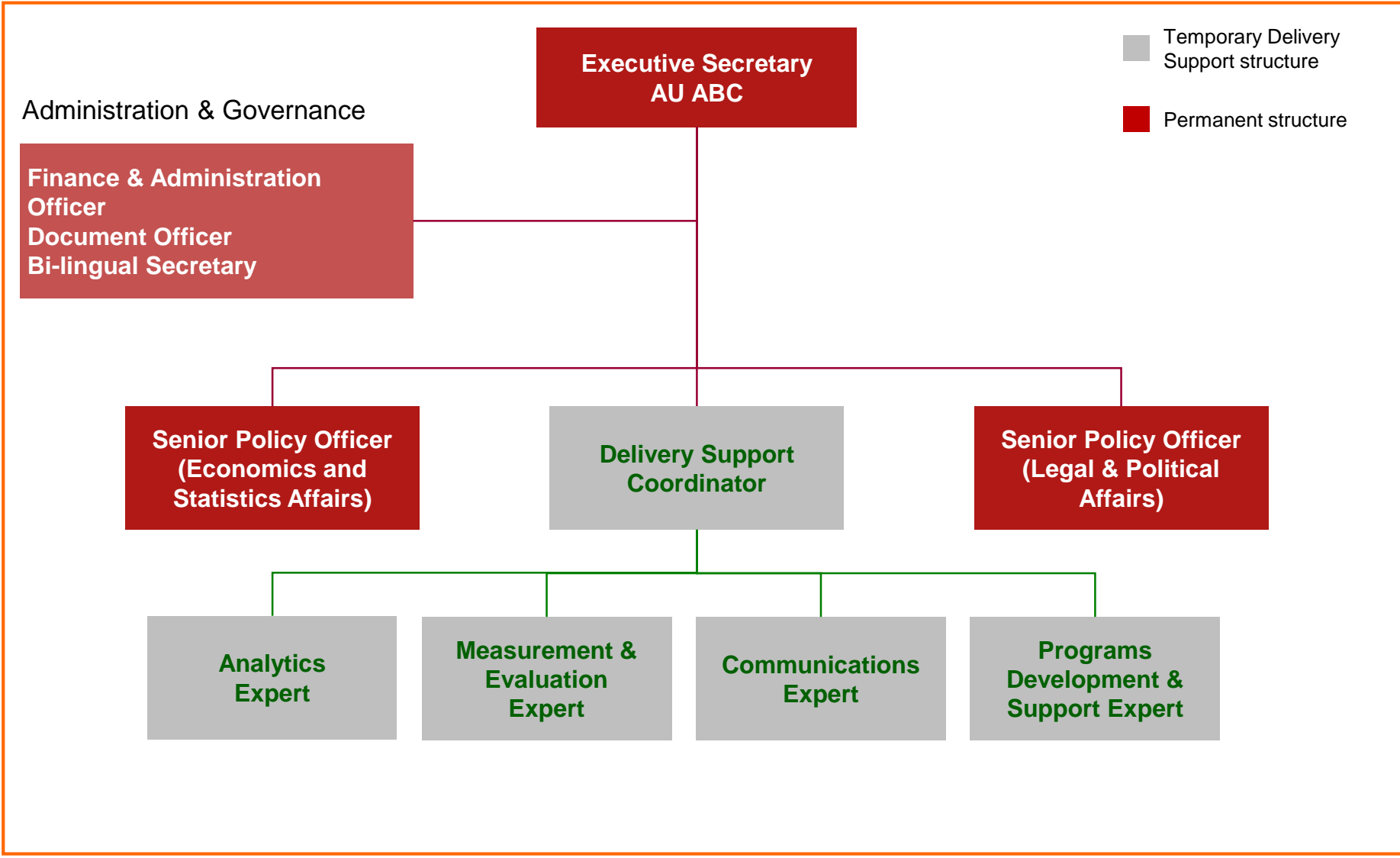
2018 – 2022 Strategy & Implementation Plan

2018 – 2022 Implementation Plan Enablers

Annexures



To enable the implementation of the strategy, we propose a temporary structure to boost the capacity of the Secretariat



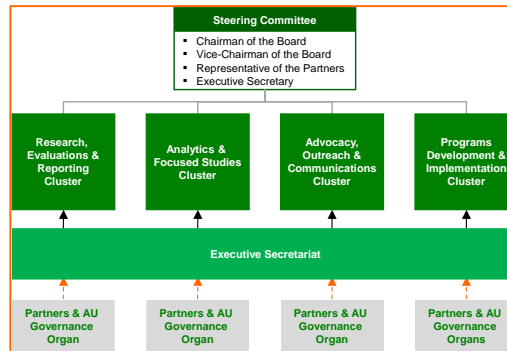
We propose a delivery type structure to improve strategy implementation from ~5% to ~50% over the next 5 years...

Poor implementation of the 2011-2015 strategic plan



- Poor implementation of the 2011 to 2015 strategy resulting from:
 - Capacity challenges
 - Technical skills challenges
 - Unclear implementation roles between the Secretariat and Board
 - Too ambitious goals
- There is no reason to believe that implementation of the new strategy would be any different

Proposed implementation structure and design criteria



Design considerations

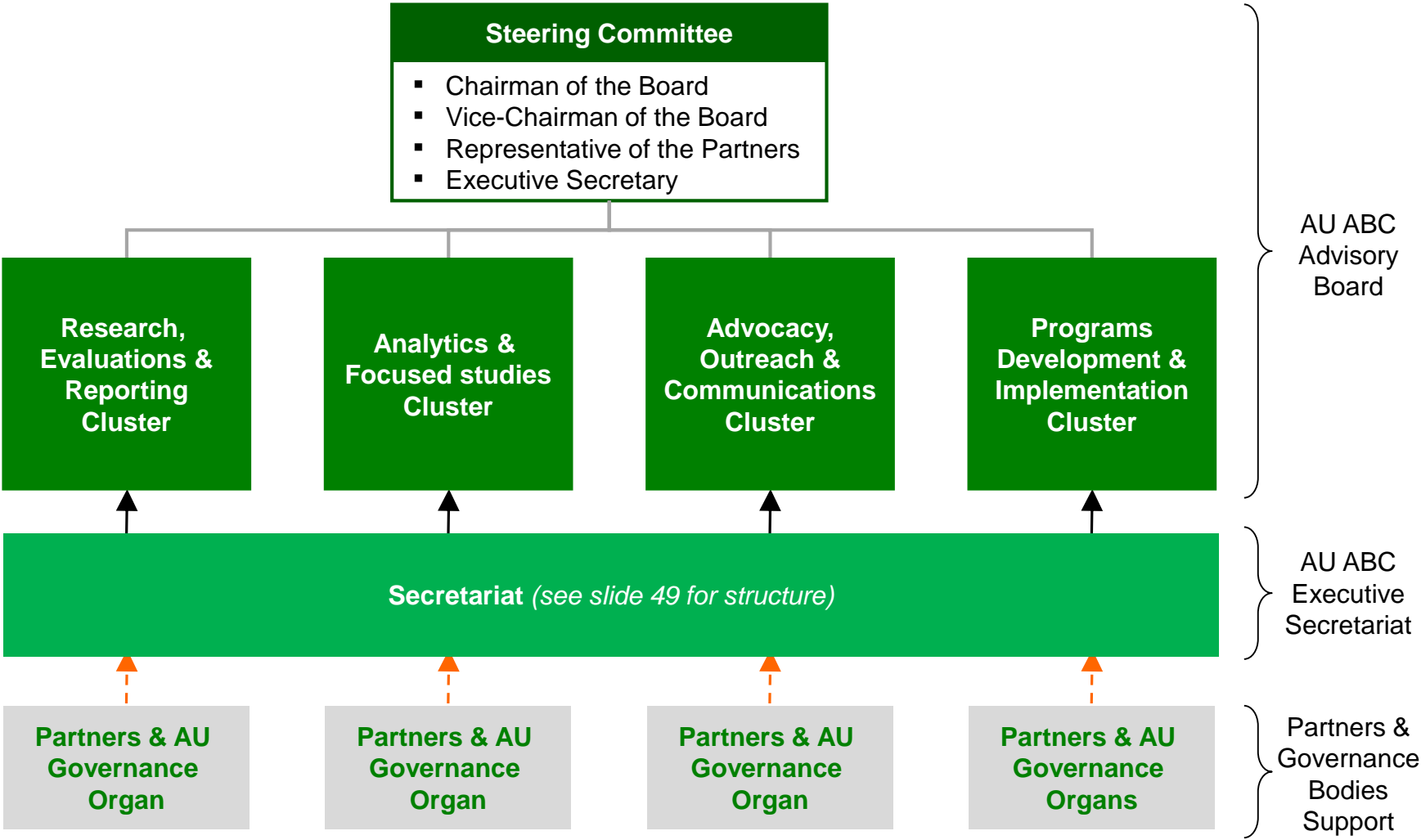
- Improved and strengthened relationship between the Board and the Secretariat
- Greater involvement of the Board in strategy execution
- Improved collaboration with partners and stakeholders:
 - Resourcing – execution of strategy
 - Capacity Building

Envisaged impact of the new structure

- Improving implementation would require a near term focus on the implementation structure as opposed to other enablers such as performance management structures
- The proposed implementation structure will leverage resources from stakeholders and lead to close collaboration (and defined roles and responsibilities) within the AU ABC
- These would lead to a marked improvement in implementation



... the delivery structure/mechanism would have the following interaction model with key stakeholders ...





... and the following governance structure , outlined for all key stakeholders

	Role
A Steering Committee	<ul style="list-style-type: none">▪ Provide direction▪ Make decisions or recommendations; approve targets and plans during Board sessions or special sittings to consider implementation of strategic plan▪ Integrate across clusters
B Clusters	<ul style="list-style-type: none">▪ Provide program leadership▪ Provide problem-solving leadership▪ Mobilize resources▪ Support integration across work streams
C Secretariat	<ul style="list-style-type: none">▪ Carry out day-to-day analyses and implementation of identified strategic initiatives in the 2018 to 2022 AU ABC Strategy and Implementation plan
D Partners	<ul style="list-style-type: none">▪ Provide implementation support – resources and funding▪ Provide overall perspective and guidance▪ Provide international best practice



Introduction to the AU ABC

Review of the 2011-2015 Strategic Plan

2018 – 2022 Strategy & Implementation Plan

2018 – 2022 Implementation Plan Enablers

Annexures



Logical Framework



Strategy Axes I

Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p>a Encourage the ratification of the Convention by Member States of the African Union</p>	<ul style="list-style-type: none"> • Conduct advocacy missions in favor of the ratification of the Convention targeted at countries yet to ratify the convention • Monitor the state of ratification of the Convention amongst Member States of the African Union and produce annual reports to the Executive Council 	<ul style="list-style-type: none"> • Improvement in ratification of the Convention • Regularly publish an annual report on the state of ratification and submit to Executive Council broadly capturing: <ul style="list-style-type: none"> – Countries yet to ratify convention – Issues militating against ratification – Measures taken to resolve issues – Recommendations on next steps 	<ul style="list-style-type: none"> • Number of successful missions made to member states yet to ratify convention • Set up of an active tracker to capture and close-out issues militating against ratification • Progress made in moving member states along the ratification tracker/pipeline • By December every year (starting from 2019), a State of Ratification report published and submitted to the Executive Council

Logical framework (2/22)



Strategy Axes I

Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
b Promote and encourage the adoption of adequate and effective legal framework by State Parties	<ul style="list-style-type: none"> • Adopt the model law on anti-corruption (developed with the support of UNECA) to support adequate domestication of the Convention by State Parties • Circulate model laws and encourage all State Parties with existing legal anti-corruption framework to adapt appropriate model law on anti-corruption 	<ul style="list-style-type: none"> • Model law adopted by the African Union Executive Council • Model law on anti-corruption adapted and effectively implemented by State Parties 	<ul style="list-style-type: none"> • Submission of model law to Executive Council by January 2019 for adoption • One baseline study conducted to identify gaps between State Parties anti-corruption laws and model law. Study to propose strategies for closing gaps. • Number of successful regional and national workshops held with State Parties to provide support with adapting existing anti-corruption laws to model law • All State Parties that have ratified convention should have harmonized existing laws by December 2022

Logical framework (3/22)



Strategy Axes I

Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p>b Promote and encourage the adoption of adequate and effective legal framework by State Parties</p>	<ul style="list-style-type: none"> • Circulate model laws and encourage all State Parties without an anti-corruption legal framework to adopt model law • Commission annual studies to analyze the level of domestication of the model law (and convention) by State Parties that have ratified the convention 	<ul style="list-style-type: none"> • Strengthened and effective national anti-corruption measures amongst State Parties • Obtain a broad view into progress being made by State Parties in domesticating model laws and deep insights into issues and challenges being faced with domestication 	<ul style="list-style-type: none"> • One baseline study conducted to identify State Parties without anti-corruption laws propose strategies for engaging State Parties to adopt model law. • Number of successful regional and national workshops held with State Parties to provide support with adopting model law • All State Parties that have ratified convention and without anti-corruption laws should have adopted model laws by December 2022 • Conduct one study per year (commencing December 2020) on the level of domestication of model law and Convention outlining: <ul style="list-style-type: none"> – Gaps in the level of domestication – Recommendations on how to close the gaps

Logical framework (4/22)



Strategy Axes I

Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p>b Promote and encourage the adoption of adequate and effective legal framework by State Parties</p>	<ul style="list-style-type: none"> Institute an annual program to recognize and acknowledge the efforts of States Parties with best practices in the implementation of the provisions of the Convention during Summits of the AU and annual anti-corruption conference and workshops 	<ul style="list-style-type: none"> Encourage State Parties to ratify and domesticate the Convention and encourage the sharing/adoption of best practices in the domestication of the Convention 	<ul style="list-style-type: none"> Criteria for identifying best practices developed and shared by December 2019 Recognition program designed and developed by June 2020 Inaugural recognition program operational by January 2021 with annual programs held every January
<p>c Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties</p>	<ul style="list-style-type: none"> Develop and adopt a harmonized Code of Conduct for Public Officials 	<ul style="list-style-type: none"> Develop a model code of conduct to address corruption in the public service 	<ul style="list-style-type: none"> Model code of conduct for public officials developed by December 2020 Model code of conduct for public officials submitted to the Executive Council and adopted by January 2021



Logical framework (5/22)

Strategy Axes I

Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
C Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties	<ul style="list-style-type: none">• Conduct a study to identify State Parties with existing gaps in Code of Conduct for Public Officials and State Parties without a Code of Conduct for Public Officials • Engage State Parties on aligning existing Code of Conduct with the harmonized Code of Conduct for Public Officials	<ul style="list-style-type: none">• Obtain an in-depth and informed view on the existence of a Code of Conduct across all State Parties (that have ratified the convention) • Streamlined and strengthened Code of Conduct for Public Officials, in line with best practices and able to counter corruption within the public service	<ul style="list-style-type: none">• One baseline study conducted by June 2020 to:<ul style="list-style-type: none">– Identify State Parties without a Code of Conduct for Public Officials– Gaps in Code of Conduct for Public Officials in State Parties with existing Code of Conduct for Public Officials– Recommendation on strategies to get State Parties to adapt or adopt harmonized Code of Conduct • Number of successful workshops held between June 2020 and December 2022 with all State Parties to support the harmonization of their Code of Conduct for Public Officials with the model Code of Conduct for Public Officials

Logical framework (6/22)



Strategy Axes I

Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p>C Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties</p>	<ul style="list-style-type: none"> Engage State Parties on aligning existing Code of Conduct with the harmonized Code of Conduct for Public Officials 	<ul style="list-style-type: none"> Streamlined and strengthened Code of Conduct for Public Officials, in line with best practices and able to counter corruption within the public service 	<ul style="list-style-type: none"> All State Parties that have ratified convention should have harmonized Code of Conduct for Public Officials in place by December 2022
	<ul style="list-style-type: none"> Engage State Parties without Code of Conduct for Public Officials to adopt the harmonized Code of Conduct for Public Officials 	<ul style="list-style-type: none"> Existence of a Code of Conduct for Public Officials, aligned with best practices and able to counter corruption within the public service 	<ul style="list-style-type: none"> Number of successful advocacy missions held between June 2020 and December 2022 to State Parties (without a Code of Conduct for Public Officials) to adopt model Code of Conduct for Public Officials Number of successful workshops held between June 2020 and December 2022 to support State Parties in adopting model Code of Conduct for Public Officials



Logical framework (7/22)

Strategy Axes I

Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p>C Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties</p>	<ul style="list-style-type: none"> Engage State Parties without Code of Conduct for Public Officials to adopt the harmonized Code of Conduct for Public Officials Commission and publicize the results of regular surveys on the status of implementation (and impact) of harmonized Codes of Conduct for Public Officials across State Parties that have ratified the Convention 	<ul style="list-style-type: none"> Existence of a Code of Conduct for Public Officials, aligned with best practices and able to counter corruption within the public service Increased adoption of the model of a Code of Conduct for Public Officials across State Parties that have ratified the Convention 	<ul style="list-style-type: none"> All State Parties that have ratified convention should have model Code of Conduct for Public Officials in place by December 2022 One survey conducted annually, commencing December 2020 to: <ul style="list-style-type: none"> Track progress being made by State Parties in adopting or adapting model Code of Conduct for Public Officials Gaps in Domestication and recommendation on strategies to close gaps Impact of the adoption of model Code of Conduct for Public Officials in State Parties that have adopted or adapted model Code of Conduct

Logical framework (8/22)



Strategy Axes I

Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p>d Develop and implement strategies to address the corrupt component of illicit financial flows</p>	<ul style="list-style-type: none"> Integrate illicit financial flows into Article 22 of the African Union Convention on Preventing and Combatting Corruption Engage State Parties that have already ratified original Convention to ratify revised Convention 	<ul style="list-style-type: none"> Broader focus of the African Union Convention on Preventing and Combatting Corruption to address Illicit Financial Flows Adoption of the revised Convention by State Parties 	<ul style="list-style-type: none"> Relevant clause from the Mbeki report incorporated into the AU-CPCC and amended Convention approved by Executive Council by December 2020 Number of successful advocacy missions held between January 2021 and December 2022 to engage State Parties (that have already ratified original AU-CPCC) to ratify amended Convention Revised Convention to come into force by December 2022 i.e. minimum number of required ratifications obtained by December 2022

Logical framework (9/22)



Strategy Axes I

Enhanced legal framework to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
d Develop and implement strategies to address the corrupt component of illicit financial flows	<ul style="list-style-type: none">• Develop a program of activities to operationalize the revised Article 22 of the convention aimed at combating the corrupt component of illicit flows	<ul style="list-style-type: none">• Plan of action in place to address the corrupt component of illicit financial flows amongst State Parties	<ul style="list-style-type: none">• Program developed by June 2021 to address the corrupt component of illicit financial flows and outlining:<ul style="list-style-type: none">– Proposed model laws to be developed around government procurement– Enhanced public access to National Budgets– Public awareness/advocacy program aimed at detailing the economic, social and political impact of illicit financial flows

Logical framework (10/22)



Strategy Axes II

Strengthened capacity of State Parties to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
a Strengthen the capacity of national and regional anti-corruption actors across all RECs	<ul style="list-style-type: none"> Commission a study to identify capacity gaps along the corruption prevention, investigation and prosecution chain across all State Parties that have ratified the Convention 	<ul style="list-style-type: none"> Identification of capacity gaps across all agencies along the investigation and prosecution chain 	<ul style="list-style-type: none"> Five capacity gaps studies completed for all regions by December 2019
	<ul style="list-style-type: none"> Engage a consultant to develop regional capacity building programs to build the capacities of key actors along the corruption prevention, investigation and prosecution chain 	<ul style="list-style-type: none"> Regional capacity building programs developed 	<ul style="list-style-type: none"> Five capacity building programs developed for all regions by June 2020
	<ul style="list-style-type: none"> Operationalize regional capacity development programs 	<ul style="list-style-type: none"> Regional capacity building programs operational 	<ul style="list-style-type: none"> Capacity building programs launched and operational across all five regions by January 2021



Logical framework (11/22)

Strategy Axes II

Strengthened capacity of State Parties to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
b Promote knowledge and experience sharing amongst national and regional anti-corruption actors	<ul style="list-style-type: none">Organize annual conferences for key actors along the prevention, investigation and prosecution chain (in conjunction with external stakeholders) to facilitate the sharing of experiences on fighting corruption	<ul style="list-style-type: none">Create a continental forum to share experiences, learnings and best practices on the anti-corruption fight	<ul style="list-style-type: none">One annual anti-corruption conference held every year commencing from June 2019
	<ul style="list-style-type: none">Hold regional workshops and seminars targeted at key actors along the prevention, investigation and prosecution chain to facilitate the sharing of experiences on fighting corruption	<ul style="list-style-type: none">Create a region specific forum to share experiences, learnings and best practices on the anti-corruption fight	<ul style="list-style-type: none">Two regional workshops to be held every year in March and September, commencing 2020
c Develop and make accessible anti-corruption tools and resources	<ul style="list-style-type: none">Establish a network of focal points to collect data on acts of corruption and related offences by country	<ul style="list-style-type: none">A database of focal points (names, emails and contact numbers) created	<ul style="list-style-type: none">Identify and engage focal points across all State Parties. Collate contact details into a database by June 2018



Strategy Axes II

Strengthened capacity of State Parties to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
C Develop and make accessible anti-corruption tools and resources	<ul style="list-style-type: none"> Commence collection and analysis of data on acts of corruption and related offences by country 	<ul style="list-style-type: none"> Up to date database of acts of corruption and related offences across all State Parties 	<ul style="list-style-type: none"> Required corruption data and reporting frequency defined by September 2018 Focal Points trained on data collection and analysis by March 2019 Collection of data commences by June 2019
	<ul style="list-style-type: none"> Regularly publish and make accessible data on acts of corruption 	<ul style="list-style-type: none"> Database on acts of corruption published on the AU ABC website and made freely available to the public 	<ul style="list-style-type: none"> Database on acts of corruption cleaned up and data harmonized across countries by September 2019 One year clean data uploaded on website and made freely available to the general public by September 2020, and thereafter, updated annually every September



Strategy Axes II

Strengthened capacity of State Parties to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p>C Develop and make accessible anti-corruption tools and resources</p>	<ul style="list-style-type: none"> Evaluate existing corruption measurement instruments with regards to their field of application as defined by the Convention Develop novel methods of analyzing the nature and scope of corruption in Africa Conduct baseline study once every two years on unethical conduct and behaviors of key actors (e.g. MNCs) operating in Africa 	<ul style="list-style-type: none"> Deeper understanding of current corruption measurement tools – strengths and shortfalls. Recommendations on improvement Development of novel and improved corruption measurement tools suited to the Africa context Improved understanding of the underlying drivers and impact of unethical behaviors of MNCs, and recommendations on actions to take to reduce/address unethical behaviors by MNCs 	<ul style="list-style-type: none"> Detailed study on existing corruption measurement tools i.e. strengths and shortfalls and recommendations for improvement ready by December 2020 Novel (and improved) corruption measurement tools in place by December 2022 Detailed study on the unethical behaviors of MNCs (drivers, impact and recommendations on how to address unethical behaviors by ,MNCs) ready by June 2021 Commission biennial updates to report every June



Strategy Axes II

Strengthened capacity of State Parties to combat corruption

Strategic Objectives	Activities	Expected Results	Results Indicators
<p>C Develop and make accessible anti-corruption tools and resources</p>	<ul style="list-style-type: none"> Facilitate access of national anti-corruption bodies to international anti-corruption databases 	<ul style="list-style-type: none"> Promote access of national anti-corruption bodies to international databases to strengthen the investigation and prosecution of corruption cases 	<ul style="list-style-type: none"> Identify relevant international databases by December 2017 Negotiate and provide access to all national anti-corruption bodies by December 2018
	<ul style="list-style-type: none"> Integrate the AU ABC 2018 Communication plan with the 2018 – 2022 Strategic Plan 	<ul style="list-style-type: none"> Streamlined and coherent strategic plan 	<ul style="list-style-type: none"> Revised strategic plan incorporating the 2018 communication plan by March 2018

Logical framework (15/22)



Strategy Axes III

Enhanced outreach and cooperation activities

Strategic Objectives	Activities	Expected Results	Results Indicators
a Improve the general public's awareness of the role of AU ABC, develop and operationalize an action to support the declaration of 2018 as Africa Year of Anti-Corruption	<ul style="list-style-type: none"> Develop and operationalize the AU ABC communication strategy addressing: <ul style="list-style-type: none"> Sensitization of the general public Engagement of key stakeholders Development and sign-off on the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption 	<ul style="list-style-type: none"> Communications strategy operational leading to an improvement in the awareness of the AU ABC and its role in the fight against corruption Structured plan outlining the role of the AU ABC in operationalizing the declaration of 2018 as the Year of Anti-corruption 	<ul style="list-style-type: none"> Communications and stakeholder engagement strategy addressing pro-active and passive elements developed by December 2018 Communications strategy operational by January 2019 Final and signed-off (by the AUC) operational plan incorporating the feedback from all Board members by December 2017
	<ul style="list-style-type: none"> Operationalization of the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption 	<ul style="list-style-type: none"> Review of progress made so far, assessment of what still needs to be done and new strategies to address new corruption challenges 	<ul style="list-style-type: none"> Action tracker and review cycle to track feedback/progress ready by December 2017 Concept paper operational by January 2018

Logical framework (16/22)



Strategy Axes III

Enhanced outreach and cooperation activities

Strategic Objectives	Activities	Expected Results	Results Indicators
b Strengthen the AU ABC relationships and engagement with internal African Union governance institutions and stakeholders	<ul style="list-style-type: none"> Jointly develop with internal stakeholders the regional anti-corruption program for Africa for 2019-2023 	<ul style="list-style-type: none"> Structured program in place to systematically raise awareness and address corruption amongst State Parties developed 	<ul style="list-style-type: none"> Regional anti-corruption program developed and signed-off by the Board by December 2019
	<ul style="list-style-type: none"> Implement the regional anti-corruption program for Africa for 2019-2023 in conjunction with internal AU stakeholders 	<ul style="list-style-type: none"> Structured program in place to systematically raise awareness and address corruption amongst State Parties operational 	<ul style="list-style-type: none"> Action tracker and review cycle to track progress in place by December 2019 Regional anti-corruption program operational by January 2020
	<ul style="list-style-type: none"> Appoint an AU ABC focal person for the African Governance Architecture (AGA) 	<ul style="list-style-type: none"> Focal person coordinating the AU ABC participation in the AGA in place 	<ul style="list-style-type: none"> African Governance Architecture focal person appointed by June 2018
	<ul style="list-style-type: none"> Operationalize the AU ABC participation in the African Governance Architecture (AGA) 	<ul style="list-style-type: none"> Full and regular participation of the AU-ABC in the African Governance Architecture 	<ul style="list-style-type: none"> Program in place outlining the AU ABC participation in the AGA by December 2018 with full participation by January 2019

Logical framework (17/22)



Strategy Axes III

Enhanced outreach and cooperation activities

Strategic Objectives	Activities	Expected Results	Results Indicators
b Strengthen the AU ABC relationships and engagement with internal African Union governance institutions and stakeholders	<ul style="list-style-type: none">Identify potential programs for joint collaboration with the African Court and UNECA in areas of development and implementation e.g. communications strategy with the African Court	<ul style="list-style-type: none">Help the AU ABC address manpower constraints while increasing collaboration with other organs	<ul style="list-style-type: none">List of potential programs (from strategic plan) for joint collaboration in design and implementation ready by September 2018

Logical framework (18/22)



Strategy Axes III

Enhanced outreach and cooperation activities

Strategic Objectives	Activities	Expected Results	Results Indicators
C Strengthen the AU ABC relationships with external stakeholders	<ul style="list-style-type: none"> Identify and map external partners potential support in the areas of Funding, Capacity building and Program implementation 	<ul style="list-style-type: none"> A structured approach to ensure a consistent engagement with external stakeholders in place 	<ul style="list-style-type: none"> Mapping of external partners completed by June 2018
	<ul style="list-style-type: none"> Develop new partnership strategies between the AU ABC and external stakeholders across all identified areas to drive structured engagements 	<ul style="list-style-type: none"> A structured approach to ensure a consistent engagement with external stakeholders in place 	<ul style="list-style-type: none"> Partnership strategies to address funding, capacity building and program implementation approved and in place by September 2018
	<ul style="list-style-type: none"> Operationalize new partnership strategies across all identified three areas 	<ul style="list-style-type: none"> A structured approach to ensure a consistent engagement with external stakeholders in place 	<ul style="list-style-type: none"> New partnership strategies operational by December 2018
	<ul style="list-style-type: none"> Develop and operationalize a strategy for re-engaging and strengthening strained relationships with critical external partners 	<ul style="list-style-type: none"> Renewed engagement and strengthened relationships with previous partners 	<ul style="list-style-type: none"> Strategy for re-engaging strained partnerships in place by September 2018 Strategy operational by December 2018

Logical framework (19/22)



Strategy Axes IV

Strengthened institutional capacity of the Board and the Secretariat

Strategic Objectives	Activities	Expected Results	Results Indicators
<p>a Address the Secretariat's resource constraints and enhance its delivery capabilities</p>	<ul style="list-style-type: none"> Finalize and sign-off on a temporary delivery structure to support the Secretariat in the delivery of the 2017-2021 Strategy and Implementation plan 	<ul style="list-style-type: none"> Strengthen the delivery capabilities of the AU ABC 	<ul style="list-style-type: none"> Finalize and sign-off on the AU ABC temporary delivery structure by June 2018
	<ul style="list-style-type: none"> Engage external partners to staff temporary delivery support structure to facilitate implementation of the strategic plan through secondments or direct sourcing 	<ul style="list-style-type: none"> Strengthen the delivery capabilities of the AU ABC 	<ul style="list-style-type: none"> Temporary delivery structure fully staffed by December 2018
	<ul style="list-style-type: none"> Conduct role-specific skills gaps analysis and audit for all AU-ABC Secretariat staff and Board members 	<ul style="list-style-type: none"> Identify capabilities gaps with a view towards closing these, thereby enhancing the capabilities of the AU ABC 	<ul style="list-style-type: none"> Engage an external consultant to carry out a skills gap assessment by September 2019 Skills gap assessment report and recommendations ready by December 2019

Logical framework (20/22)



Strategy Axes IV

Strengthened institutional capacity of the Board and the Secretariat

Strategic Objectives	Activities	Expected Results	Results Indicators
a Strengthen the technical capacity of the Secretariat	<ul style="list-style-type: none"> Develop and operationalize capacity development program to close identified skills gaps for all AU ABC staff 	<ul style="list-style-type: none"> Identify capabilities gaps with a view towards closing these, thereby enhancing the capabilities of the AU ABC 	<ul style="list-style-type: none"> Capacity development plan (based on consultant's recommendations) ready by March 2020 Capacity development plan operational by June 2020
	<ul style="list-style-type: none"> Develop and operationalize a transition strategy (including induction program) for new Board members to ensure continuity in execution of strategic initiatives 	<ul style="list-style-type: none"> Ensure continuous implementation of the AU ABC business as usual activities and strategic initiatives with minimal disruption between Board changes 	<ul style="list-style-type: none"> Board transition plan ready by December 2018 Board transition plan operational by January 2019



Strategy Axes IV

Strengthened institutional capacity of the Board and the Secretariat

Strategic Objectives	Activities	Expected Results	Results Indicators
b Define the governance structure between the Board and the Secretariat	<ul style="list-style-type: none"> Develop a governance structure for planning and reporting between the Advisory Board and the Executive Secretariat 	<ul style="list-style-type: none"> Clearly delineate roles between Board and Secretariat to ensure smooth functioning of the AU ABC 	<ul style="list-style-type: none"> Governance structure between the Advisory Board in place by December 2018
	<ul style="list-style-type: none"> Define the reporting relationships between the Advisory Board, Executive Secretariat and Department of Political Affairs 	<ul style="list-style-type: none"> Strengthen the independence of the AU ABC while enhancing the working relationship with the Department of Political Affairs 	<ul style="list-style-type: none"> Reporting relationships structure between the Advisory Board, Executive Secretariat and Department of Political Affairs developed and syndicated with all stakeholders by June 2019

Logical framework (22/22)



Strategy Axes IV

Strengthened institutional capacity of the Board and the Secretariat

Strategic Objectives	Activities	Expected Results	Results Indicators
C Ensure the timely provision of a permanent premises that meet the Board's operational requirements	<ul style="list-style-type: none"> Establishment and operationalization of the activities of the Joint Facilitative Committee 	<ul style="list-style-type: none"> Committee consisting of AU ABC, AUC and the Tanzania Government representatives, tasked with implementing the host agreement 	<ul style="list-style-type: none"> Identify members of the Joint Facilitative Committee by June 2018 Joint Facilitative Committee constituted and operational by June 2019
	<ul style="list-style-type: none"> Develop and obtain approval on the final architectural plans 	<ul style="list-style-type: none"> Architectural plans and construction timetable for permanent AU ABC premises developed and approved by Joint Facilitative Committee 	<ul style="list-style-type: none"> Architectural plans and construction timetable in place by June 2020
	<ul style="list-style-type: none"> Commence construction of the African Union Advisory Board on Corruption's permanent premises 	<ul style="list-style-type: none"> Construction of permanent premises commenced 	<ul style="list-style-type: none"> Mobilization of contractor to site and commencement of the construction of the AU ABC permanent premises by June 2022



Review of the 2018 – 2022 Strategic Plan against the Agenda 2063 Ten Year Implementation Plan



Review of the AU ABC Strategic plan against the AU Agenda 2063 and the 10 year implementation plan (1/5)

Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law

AU Agenda 2063 implementation Plan

Goal & Priority Area	2023 Target
----------------------	-------------

Goal 11: Democratic values, practices, universal principles of human Rights, Justice and the Rule of Law entrenched

National:

- **At least 70% of the people believe that they are empowered and are holding leaders accountable**
- **At least 70% of the people perceive that information is free and freedom of expression pertains**

Priority Area (1) Democratic values and Practices are the norm

AU ABC 2018 to 2022 Strategy and Implementation Plan

Strategic Axes	Objectives	Activities
<ul style="list-style-type: none"> • Strategic Axes III: Enhanced outreach and cooperation activities 	<ul style="list-style-type: none"> • Objective IIIa: Improve the general public's awareness of the role of AU ABC; Develop and operationalize an action to support the declaration of 2018 as Africa Year of Anti-Corruption 	<ul style="list-style-type: none"> • (1): Develop the AU ABC communication strategy addressing: <ul style="list-style-type: none"> – Sensitization of the general public – Engagement of key stakeholders • (2): Develop and sign-off on the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption • (3): Operationalize the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption <ul style="list-style-type: none"> – Proposed process activities; preparatory activities; Knowledge management activities; Advocacy and Outreach activities; and Funding activities



Review of the AU ABC Strategic plan against the AU Agenda 2063 and the 10 year implementation plan (2/5)

Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law

AU Agenda 2063 implementation Plan

Goal & Priority Area	2023 Target
Goal 11: Democratic values, practices, universal principles of human Rights, Justice and the Rule of Law entrenched	Continental <ul style="list-style-type: none"> • AGA clusters on Governance is fully functional and operational
Priority Area (1) Democratic values and Practices are the norm	

AU ABC 2018 to 2022 Strategy and Implementation Plan

Strategic Axe(s)	Objective(s)	Activities
<ul style="list-style-type: none"> • Strategic Axes III: Enhanced outreach and cooperation activities 	<ul style="list-style-type: none"> • Objective IIIb: Strengthen the AU ABC relationships and engagement with internal African Union governance institutions and stakeholders 	<ul style="list-style-type: none"> • (3): Appoint an AU ABC focal person for the African Governance Architecture (AGA) • (4): Operationalize the AU ABC participation in the African Governance Architecture (AGA)



Review of the AU ABC Strategic plan against the AU Agenda 2063 and the 10 year implementation plan (3/5)

Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law

AU Agenda 2063 implementation Plan

Goal & Priority Area	2023 Target
Goal 12: Capable institutions and transformed leadership in place at all levels	National: <ul style="list-style-type: none"> At least 70% of the public acknowledge the public service to be professional, capable, neutral and corruption free
Priority Area (1) Institutions and Leadership	

AU ABC 2018 to 2022 Strategy and Implementation Plan

Strategic Axe(s)	Objective(s)	Activities
<ul style="list-style-type: none"> Strategy Axes I: Enhanced legal framework to combat corruption 	<ul style="list-style-type: none"> Objective Ic: Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties 	<ul style="list-style-type: none"> (1): Develop and adopt a harmonized Code of Conduct for Public Officials (3): Engage State Parties with Code of Conduct for Public Officials on aligning existing Code of Conduct with the harmonized Code of Conduct for Public Officials (4): Engage State Parties without Code of Conduct for Public Officials to adopt the harmonized Code of Conduct for Public Officials (5): Commission and publicize the results of regular surveys on the status of implementation (and impact) of harmonized Codes of Conduct for Public Officials across State Parties that have ratified the Convention



Review of the AU ABC Strategic plan against the AU Agenda 2063 and the 10 year implementation plan (4/5)

Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law

AU Agenda 2063 implementation Plan

Goal & Priority Area	2023 Target
Goal 12: Capable institutions and transformed leadership in place at all levels	Continental <ul style="list-style-type: none"> At least 70% of Member States are implementing the AU Convention on Preventing and Combating Corruption
Priority Area (1) Institutions and Leadership	

AU ABC 2018 to 2022 Strategy and Implementation Plan

Strategic Axes	Objectives	Activities
<ul style="list-style-type: none"> Strategy Axes I: Enhanced legal framework to combat corruption 	<ul style="list-style-type: none"> Objective Ib: Promote and encourage the adoption of adequate and effective legal framework by State Parties 	<ul style="list-style-type: none"> (1): Adopt the model law (developed with the support of UNECA) to support adequate domestication of the Convention by State Parties (2): Circulate model laws and encourage State Parties with existing legal anti-corruption framework to adapt appropriate model law (3): Circulate model laws and encourage State Parties without an anti-corruption legal framework to adopt appropriate model law



Review of the AU ABC Strategic plan against the AU Agenda 2063 and the 10 year implementation plan (5/5)

Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law

AU Agenda 2063 implementation Plan

Goal & Priority Area	2023 Target
Goal 12: Capable institutions and transformed leadership in place at all levels	Continental <ul style="list-style-type: none"> At least 70% of Member States are implementing the AU Convention on Preventing and Combating Corruption
Priority Area (1) Institutions and Leadership	

AU ABC 2018 to 2022 Strategy and Implementation Plan

Strategic Axes	Objectives	Activities
<ul style="list-style-type: none"> Strategy Axes I: Enhanced legal framework to combat corruption 	<ul style="list-style-type: none"> Objective Ib: Promote and encourage the adoption of adequate and effective legal framework by State Parties 	<ul style="list-style-type: none"> (4): Commission annual studies to analyze the level of domestication of the model law (and convention) by State Parties that have ratified the convention (5): Institute an annual program to recognize and acknowledge the efforts of States Parties with best practices in the implementation of the provisions of the Convention during Summits of the AU and annual anti-corruption conference and workshops



Review of the 2018 – 2022 Strategic Plan against the African Governance Architecture Framework



Review of the AU ABC Strategic Plan against the African Governance Architecture Framework (1/8)

AGA Objectives and Goals	AU ABC 2018 – 2022 Strategy and Implementation Plan		
Objectives	Strategic Axes	Objectives	Activities
<p>1 Accelerate the ratification, domestication, implementation and monitoring of African Shared values instruments</p>	<ul style="list-style-type: none"> Strategic Axes I: Enhanced legal framework to combat corruption 	<ul style="list-style-type: none"> Objective Ia: Encourage the ratification of the Convention by Member States of the African Union 	<ul style="list-style-type: none"> (1): Conduct advocacy missions in favor of the ratification of the Convention targeted at countries yet to ratify the convention (2): Monitor the state of ratification of the Convention amongst Member States of the African Union and produce annual reports to the Executive Council
<p>2 Deepen synergy, coordination, cooperation and harmonization of shared values instruments among AU organs, institutions and RECs on democracy, governance, human rights and humanitarian affairs</p>		<ul style="list-style-type: none"> Objective Ib: Promote and encourage the adoption of adequate and effective legal framework by State Parties 	<ul style="list-style-type: none"> (1): Adopt the model law (developed with the support of UNECA) to support adequate domestication of the Convention by State Parties (2): Circulate model laws and encourage all State Parties with existing legal anti-corruption laws to adapt appropriate model law (3): Circulate model laws and encourage State Parties without an anti-corruption legal framework to adopt appropriate model law (4): Commission annual studies to analyze the level of domestication of the model law (and convention) by State Parties that have ratified the convention



Review of the AU ABC Strategic Plan against the African Governance Architecture Framework (2/8)

AGA Objectives and Goals	AU ABC 2018 – 2022 Strategy and Implementation Plan		
Objectives	Strategic Axes	Objectives	Activities
<p>1 Accelerate the ratification, domestication, implementation and monitoring of African Shared values instruments</p>	<ul style="list-style-type: none"> Strategic Axes I: Enhanced legal framework to combat corruption 	<ul style="list-style-type: none"> Objective Ib: Promote and encourage the adoption of an adequate and effective legal framework by State Parties 	<ul style="list-style-type: none"> (1): Adopt the model law (developed with the support of UNECA) to support adequate domestication of the Convention by State Parties (2): Circulate model laws and encourage all State Parties with existing legal anti-corruption laws to adapt appropriate model law (3): Circulate model laws and encourage State Parties without an anti-corruption legal framework to adopt appropriate model law
<p>2 Deepen synergy, coordination, cooperation and harmonization of shared values instruments among AU organs, institutions and RECs on democracy, governance, human rights and humanitarian affairs</p>		<ul style="list-style-type: none"> Objective Ic: Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties 	<ul style="list-style-type: none"> (1): Develop and adopt a harmonized Code of Conduct for Public Officials (2): Conduct a study to identify State Parties with existing gaps in Code of Conduct for Public Officials and State Parties without a Code of Conduct for Public Officials (3): Engage State Parties with Code of Conduct for Public Officials on aligning existing Code of Conduct with the harmonized Code of Conduct for Public Officials



Review of the AU ABC Strategic Plan against the African Governance Architecture Framework (3/8)

AGA Objectives and Goals	AU ABC 2018 – 2022 Strategy and Implementation Plan		
Objectives	Strategic Axes	Objectives	Activities
<p>1 Accelerate the ratification, domestication, implementation and monitoring of African Shared values instruments</p>	<ul style="list-style-type: none"> Strategic Axes I: Enhanced legal framework to combat corruption 	<ul style="list-style-type: none"> Objective Ic: Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties 	<ul style="list-style-type: none"> (4): Engage State Parties without Code of Conduct for Public Officials to adopt the harmonized Code of Conduct for Public Officials (5): Commission and publicize the results of regular surveys on the status of implementation (and impact) of harmonized Codes of Conduct for Public Officials across State Parties that have ratified the Convention
<p>2 Deepen synergy, coordination, cooperation and harmonization of shared values instruments among AU organs, institutions and RECs on democracy, governance, human rights and humanitarian affairs</p>			



Review of the AU ABC Strategic Plan against the African Governance Architecture Framework (4/8)

AGA Objectives and Goals

AU ABC 2018 – 2022 Strategy and Implementation Plan

Objectives

Strategic Axes

Objectives

Activities

3 Enhance the capacity of AU organs, institutions and RECs to support Member States to strengthen governance and consolidate democracy through implementation of shared values agenda

• **Strategy Axes II:** Strengthened capacity of State Parties to combat corruption

• **Objective IIa:** Strengthen the capacity of national and regional anti-corruption actors across all RECs

• **Objective IIb:** Encourage knowledge and experience sharing amongst national and regional anti-corruption actors

- **(1):** Commission a study to identify regional capacity gaps along the corruption prevention, investigation and prosecution chain in all State Parties that have ratified the Convention
- **(2):** Engage a consultant to develop regional capacity building programs to build the capacities of key actors along the corruption prevention, investigation and prosecution chain
- **(3):** Implement Operationalize regional capacity development programs
- **(1):** Organize annual conferences for key actors such as anti-corruption bodies, law enforcement and judiciary along the prevention, investigation and prosecution chain (in conjunction with external stakeholders) to facilitate the sharing of experiences on fighting corruption
- **(2):** Hold regional workshops and seminars targeted at key actors along the prevention, investigation and prosecution chain to facilitate the sharing of experiences on fighting corruption



Review of the AU ABC Strategic Plan against the African Governance Architecture Framework (5/8)

AGA Objectives and Goals

AU ABC 2018 – 2022 Strategy and Implementation Plan

Objectives

Strategic Axes

Objectives

Activities

3 Enhance the capacity of AU organs, institutions and RECs to support Member States to strengthen governance and consolidate democracy through implementation of shared values agenda

- **Strategy Axes II:** Strengthened capacity of State Parties to combat corruption

- **Objective IIc:** Develop and make accessible anti-corruption tools and resources

- **(1):** Establish a network of focal points to collect data on acts of corruption and related offences by country
- **(2):** Commence collection and analysis of data on acts of corruption and related offences by country
- **(3):** Regularly publish and make accessible data on acts of corruption
- **(4):** Evaluate existing corruption measurement instruments with regards to their field of application as defined by the Convention
- **(5):** Develop novel methods of analyzing the nature and scope of corruption in Africa
- **(6):** Conduct baseline study once every two years on unethical conduct and behaviors of key actors (e.g. MNCs) operating in Africa
- **(7):** Facilitate access to international anti-corruption databases to national anti-corruption bodies



Review of the AU ABC Strategic Plan against the African Governance Architecture Framework (6/8)

AGA Objectives and Goals

AU ABC 2018 – 2022 Strategy and Implementation Plan

Objectives

4 Enhance popular participation and citizen engagement in attainment of democracy, governance and respect for human and peoples' rights

5 Generate, manage and disseminate knowledge on African shared values agenda, democratic governance in Africa

Strategic Axes

• **Strategy Axes III:**
Enhanced outreach and cooperation activities

Objectives

• **Objective IIIa:**
Raise awareness on the role of AU ABC; Develop and operationalize an action plan to support the declaration of 2018 as Africa Year of Anti-Corruption

Activities

- **(1):** Develop the AU ABC communication strategy addressing:
 - Sensitization of the general public
 - Engagement of key stakeholders
- **(2):** Develop and sign-off on the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption
- **(3):** Operationalize the concept paper on the declaration of 2018 as Africa Year of Anti-Corruption
 - Proposed process activities
 - Proposed preparatory activities;
 - Proposed Knowledge management activities;
 - Proposed Advocacy and Outreach activities; and
 - Proposed Funding activities



Review of the AU ABC Strategic Plan against the African Governance Architecture Framework (7/8)

AGA Objectives and Goals	AU ABC 2018 – 2022 Strategy and Implementation Plan		
Objectives	Strategic Axes	Objectives	Activities
<p>6 Coordinate evaluation and reporting on implementation and compliance with AU norms on governance and democracy as envisaged by article 44, 45 and 49 of the ACDEG</p>	<ul style="list-style-type: none"> Strategic Axes I: Enhanced legal framework to combat corruption 	<ul style="list-style-type: none"> Objective Ib: Promote and encourage the adoption of an adequate and effective legal framework by State Parties Objective Ic: Promote the adoption of harmonized Code of Conduct for Public Officials by State Parties 	<ul style="list-style-type: none"> (4): Commission annual studies to analyze the level of domestication of the model law (and convention) by State Parties that have ratified the convention (5): Commission and publicize the results of regular surveys on the status of implementation (and impact) of harmonized Codes of Conduct for Public Officials across State Parties that have ratified the Convention



Review of the AU ABC Strategic Plan against the African Governance Architecture Framework (8/8)

AGA Objectives and Goals

AU ABC 2018 – 2022 Strategy and Implementation Plan

Objectives

Strategic Axes

Objectives

Activities

7 Foster dialogue and share comparable lessons on trends, challenges, opportunities and prospects for improving governance and democracy among Member States

- **Strategy Axes II:** Strengthened capacity of State Parties to combat corruption

- **Objective IIb:** Encourage knowledge and experience sharing amongst anti-corruption actors in each REC

- **(1):** Organize annual conferences for key actors such as anti-corruption bodies, law enforcement and judiciary along the prevention, investigation and prosecution chain (in conjunction with external stakeholders) to facilitate the sharing of experiences on fighting corruption
- **(2):** Hold regional workshops and seminars targeted at key actors along the prevention, investigation and prosecution chain to facilitate the sharing of experiences on fighting corruption

END