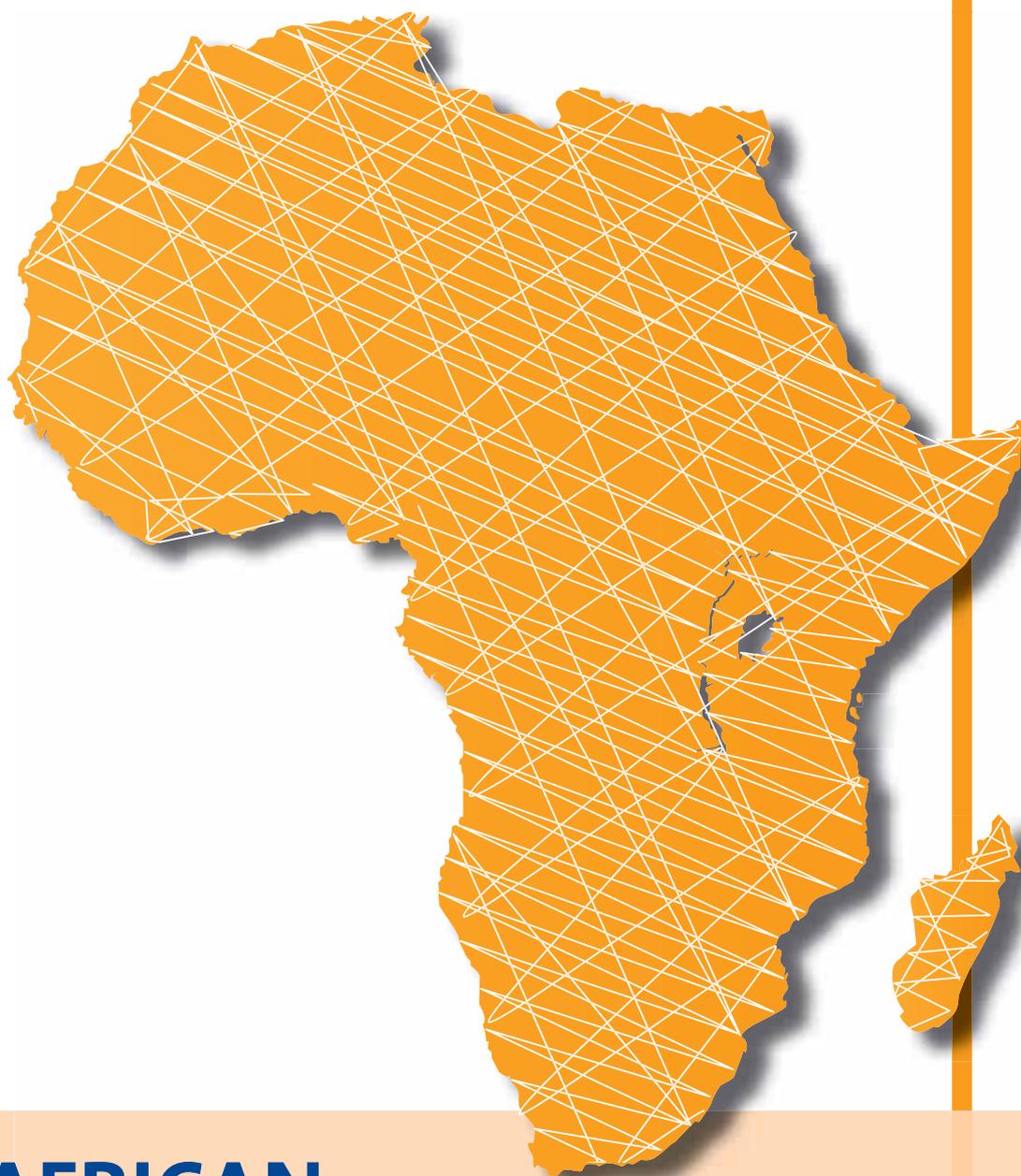QUALITY FOR AFRICA

PAN-AFRICAN QUALITY INFRASTRUCTURE

Strategic Plan Aligned to AUC Strategic Plan
– 2014 –

The PAQI initiative is supported by

CONTENTS

LIST OF ACRONYMS

AATF	African Agricultural Technology Foundation
ACBF	African Capacity Building Foundation
ACP	Africa-Caribbean-Pacific
ACRWC	African Charter on the Rights and Welfare of the Child
ACSRT	African Centre for the Study and Research on Terrorism
AFCAC	African Civil Aviation Commission
AFDB	African Development Bank
AGA	African Governance Architecture
AGRA	Alliance for a Green revolution in Africa
AIDA	Accelerated Industrial Development of Africa
AMCEN	African Ministerial Conference on the Environment
AMCOW	African Ministers Council on Water
APSA	African Peace and Security Architecture
ATU	African Telecommunications Union
AU	African Union
AUC	African Union Commission
BCW	Business council for women
BCP	Bureau of the Chairperson
BDCP	Bureau of the Deputy Chairperson
BIAT	Boosting intra - African Trade
BIPM	Bureau International des Poids et Mesures
BMZ	Bundesministerium Fur Wirtschaftliche Zusammenarbeit
CAADP	Comprehensive Africa Agriculture Development Programme
CFTA	Continental Free Trade Area
CGIAR	Consultative Group on International Agricultural Research
CIDA	Canadian International Development Agency
CIDO	Civil Society and Diaspora
COMESA	Common Market for East and Southern Africa
CTA	Technical Centre for Agricultural and Rural Cooperation
DEA	Department of Economic Affairs
DFID	Department for International Development
DHRST	Department of Human Resources Science and Technology
DIC	Department of Information and Communication
DIE	Department of Infrastructure and Energy
DPA	Department of Political Affairs
DPO	Disabled People's Organisation
DREA	Department Rural Economy and Agriculture
DSA	Department of Social Affairs
DTI	Department of Trade and Industry
EAC	East African Community
ECA	Economic Commission for Africa
ECOSOCC	Economic, Social and Cultural Council
E&Y	Ernst & Young
FAO	Food and Agriculture Organization
FARA	Forum for Agricultural Research in Africa
GIZ	Gesellschaftfür Internationale Zusammenarbeit
HRST	Human Resources Science and Technology
IAF	International Accreditation Forum
IAIDA	Infrastructure Development in Africa

ICT	Information and Communication Technologies
IEC	International Electrotechnical Commission
IFPRI	International Food Policy Research Institute
ILAC	International laboratory accreditation Cooperation
ISO	International Standards Organisation
IWBA	International Women Business association
LC	Legal Counsel
MDGs	Millennium Development Goals
MFW4A	Making Finance Work for Africa
M&E	Monitoring & Evaluation
MS	Member Sates
MRA	Mutual Recognition Agreement
NEPAD	New Partnership for Africa's Development
NGOs	Non-Governmental Organisations
NPCA	NEPAD Planning and Coordinating Agency
OIE	Organisation for Animal Health
OIML	International Organisation for legal metrology
PAPU	Pan- African Postal Union
PAQI	Pan-African Quality Infrastructure
PIDA	Program for Infrastructure Development in Africa
PTB	Physikalisch Technische Bundesanstalt
PWDs	Persons with Disabilities
RECs	Regional Economic Communities
RPPs	Regional Partnership Programmes
RWBA	Regional Women business association
SIDA	Swedish International Development cooperation Agency
SMEs	Small and medium-sized enterprises
SPPME-RM	Strategic Policy Planning, Monitoring, Evaluation and Resource Mobilisation
SRHR	Sexual and Reproductive Health and Rights
SROs	Sub-regional Offices of ECA
STEM	Science, Technology, Engineering and Mathematics
TBT	Technical Barriers to Trade
T&I	Trade and Industry
UNDP	United Nations Development Programme
UNAIDS	United Nations Programme on HIV/AIDS
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Program
UNIDO	United Nations Industrial Development Organization
UNISDR	United Nations International Strategy for Disaster Reduction
UPDEA	Union of Producers, Transporters and Distributors of Electric Power in Africa
UPU	Universal Postal Union
USAID	U.S. Agency for International Development
WB	World Bank
WEF	World Economic Forum
WFP	World Food Programme
WMO	World Meteorological Organization
3ADI	African Agribusiness and Agro-industries development initiative

1. BACKGROUND

The critical role of infrastructure in the global economy is now well articulated. As globalization and liberalization take root, it will be increasingly difficult for Africa to remain competitive if its infrastructure systems continue to be sub-standard. There is therefore, an urgent need to put Africa's infrastructure at advantage point for Africa to be able to address easy use of value addition, given the increased phenomenon of intra-industry trade. Africa needs a deliberate, systematic and concerted effort at the practical level to integrate, upgrade and modernize regional infrastructure so that it becomes the catalyst for Africa's growth.

In 1991, The Abuja treaty, creating the African Economic Community (AEC) was signed, fulfilling one of the major requirements of the Lagos plan of Action. The treaty recognises the importance of quality Infrastructure in the economic development of the continent.

According to UNECA's 2008 report on Africa's integration, lack of adequate Quality Infrastructure in Africa severely hampers production and sale of goods. It continues to state that in the year 2010, intra-Africa trade remained low despite the positive trends in export growth. At the continental level, less than 10per cent of total merchandise exports were destined to African countries. This low level of intra-Africa trade illustrates the weakness of the continent.

In order to ensure the acceptance of Africa's goods and services in to the global market, the recognition of Africa's quality infrastructure as being equivalent to those in the importing countries is essential as this will strengthen the competitiveness of Africa's goods and services and contribute towards the industrialization of the continent by providing the necessary confidence in ensuring the health and safety of the public and the protection of the environment;. This is the area of expertise of the Pan-African Quality infrastructure fills and thus provides support to policy makers of the African union by aligning the PAQI activities with the AUC priorities.

The Pan African Quality Infrastructure (PAQI) consisting of ARSO, AFRAC, AFRIMETS and AF-SEC is in line with international good practices with regard to Quality Infrastructure, which consists of Standards, Metrology (Measurement) and Accreditation. The work of the four PAQI institutions is critical for economic Integration in Africa as envisioned in the planned Free Continental Trade Area (FCTA) by 2017.

The CAMI 20, the Conference of African Ministers of Industry held in June 2013 in Nairobi, Kenya, made a declaration on quality infrastructure, recognizing the Pan-African Quality Infrastructure (PAQI) as the continental platform for all matters related to standardization, metrology, and accreditation in order to strengthen the competitiveness of Africa's goods and services and contribute towards the industrialization of the continent and its sustainability.

PAQI was officially launched in August 2013 by the director of trade and industry, African Union Commission (AUC).

The newly developed PAQI structure, as the latest addition to the AU family is underlined by a shared objective to improve quality in Africa, increase regional integration as well as promote and enhance intra-Africa trade. It will work towards establishing a harmonised policy on standardisation and quality assurance on goods and services on the continent. The various Pan African Quality Infrastructure institutions aim to draw on each other's insight and expertise and use quality as a driver towards achieving the common interest goals of the continent in line with the African Union Integration agenda.

The Pan-African Quality Infrastructure made up of the four pillars strengthens Africa's ability to achieve continental socio-economic goals in line with AUC goals for:

a) Intra-African trade;
b) Regional integration;
c) Industrial development;
d) Promotion of sustainable green economy;
e) Infrastructure development;
f) Improvement of the competitiveness of African goods and services; and
g) The protection of the health and safety of the public and the environment.

4. OBJECTIVES

This document sets out the PAQI response to the African Commission priorities and programmes such as PIDA, CAADP, AIDA and 3ADI and shows the alignment between the activities of AFRAC, ARSO, AFSEC and AFRIMETS in order to respond in a manner that is optimal.

1.1 Benefits of a Pan-African Quality Infrastructure to Africa

An integrated PAQI will have the following benefits to Africa as envisaged in objective 6 of the 2012-2015 AU/NEPAD African Action plan and chapter XI, article 67 of the Abuja Treaty:
a) Enhancement of consumer protection and improvement of living standards of the citizens of Africa in line with MDGs;
b) Support of the African technical regulatory framework with a view to removing unnecessary technical barriers to trade relate to standards, measurement, conformity assessment and accreditation issues
c) Cost effective standards, measurement, conformity assessment and accreditation services in Africa will be realized;
d) It will provide a platform for the participation of African countries in quality Infrastructure activities and exchange to knowledge in the fields of interest to boost intra-African industrialisation and trade
e) Support AUC key programmes on Quality Infrastructure such as PIDA, CAADP, AIDA and 3ADI

The objectives of Pan-African Quality Infrastructure are the following:

1) To promote the development of a coherent PAQI supporting the objectives of African integration in accordance with the Abuja Treaty;
2) To strengthen the development and implementation of African policies on Standards, Measurement, Conformity Assessment and Accreditation that supports the realization of Africa's Economic integration and environmental sustainability;
3) To provide timely Standards, Measurement, Conformity Assessment and Accreditation solutions to the region whilst upholding the values of openness, transparency and consensus;
4) To develop effective relations with the AU and RECs in order to promote and reinforce the role of PAQI as a tool for supporting AU policies those enhance intra-African and global trade to improve quality of life;
5) To represent Africa on all matters pertaining to standards, metrology, conformity assessment and accreditation;
6) To secure adequate funding for the PAQI to support capacity development in Standards, Measurement, Conformity Assessment and Accreditation in close collaboration with international partner organizations.

2. PAQI VISION

To be an **efficient, effective, sustainable** and **internationally recognized** PAQI contributing towards achievement of African socioeconomic goals.

3. PAQI MISSION

To strengthen the **regional and global competitiveness** of Africa's goods and services and contribute towards an **improved quality of life** for the African people through prudent use of standards, measurements, conformity assessment and accreditation.

5. PAQI PILLARS

5.1. Functions of the Pan-African Quality Infrastructure institutions and their mandate

The four pillars of Pan-African Infrastructure (PAQI) are equally important and essential for African products and services to be competitive. Products and services that conform to documentary standards (voluntary or compulsory) are more efficient, safer, cleaner and can be compared, and are thus nationally and internationally more acceptable.

The following is the brief information on the four pillars of a Pan-African Quality Infrastructure and their functions and influence to overcome trade barriers to Africa through prudent use of standards, accreditation and measurements.

5.1.1 ARSO
African Organisation for Standardisation (ARSO) is Africa's intergovernmental standards body formed by the OAU (currently AU) and United Nations Economic Commission for Africa "UNECA" in 1977 in Accra, Ghana .The fundamental mandate of ARSO is to develop tools for standards development, standards harmonization and implementation of these systems to enhance Africa's internal trading capacity, increase Africa's product and service competitiveness globally, and uplift the welfare of African consumers creating a continental standardization forum to influence future prospects in international trade referencing for Africa's benefit and advantage.

Increased trade and closer economic cooperation between developing countries represent a considerable potential for development but realizing this potential represents a major challenge especially in creating viable, sustainable and effective continental standardisation infrastructure.

5.1.2 AFRAC
The African Accreditation Cooperation (AFRAC) was established in 2010 and is a cooperation of accreditation bodies, sub-regional accreditation cooperations and stakeholders.

The main objective of AFRAC is to provide accreditation support to industry and trade and to Contribute to the protection of health and safety of the public and the protection of the environment, in Africa and thereby improve Africa's competitiveness.

The mission of AFRAC is to cooperate in building capacity in African accreditation with the goal of sustaining an internationally acceptable mutual recognition.

5.1.3 AFRIMETS
The Intra-Africa Metrology System (AFRIMETS) was formed in 2006 with membership drawn from the African Sub-regional Metrology Organizations ("SRMO"). The principal members of AFRIMETS are the six Sub-regional metrology organisations, CEMACMET ("CEMAC"), EAMET ("EAC"), MAGMET ("AMU"), NEWMET ("ECOWAS", "COMESA"), SADCMET/MEL ("SADC") and SOAMET ("UEMOA"). Other members include countries or institutes responsible for metrology in and out of Africa as well as stakeholders. The main mandate of AFRIMETS is to promote harmonisation of scientific, industrial and legal metrology issues across Africa and to operate as a fully-fledged RMO, in accordance to the mutual recognition arrangement of the international committee for weights and measures and to facilitate intra Africa trade through the use of accurate measurements and ensuring safety, health of consumers and environmental protection.

5.1.4 AFSEC
The African Electrotechnical Standardisation Commission (AFSEC) was established in February 2008 as an organised association and has legal status in accordance with Article 24 of the Convention of the African Energy Commission. The members of AFSEC are National Electrotechnical Committees from each African Member State and also include Regional Electrotechnical Committees; AFSEC is recognised by the IEC though a cooperation agreement signed in 2009.

The African Electrotechnical Standardisation Commission was established in February 2008 and underpinned by the Algiers declaration of the Conference of African Ministers of Energy on 17th February 2008, as a subsidiary body of the African Energy Commission (AFREC) to support of universal access to electricity especially in electricity generation and transmission.
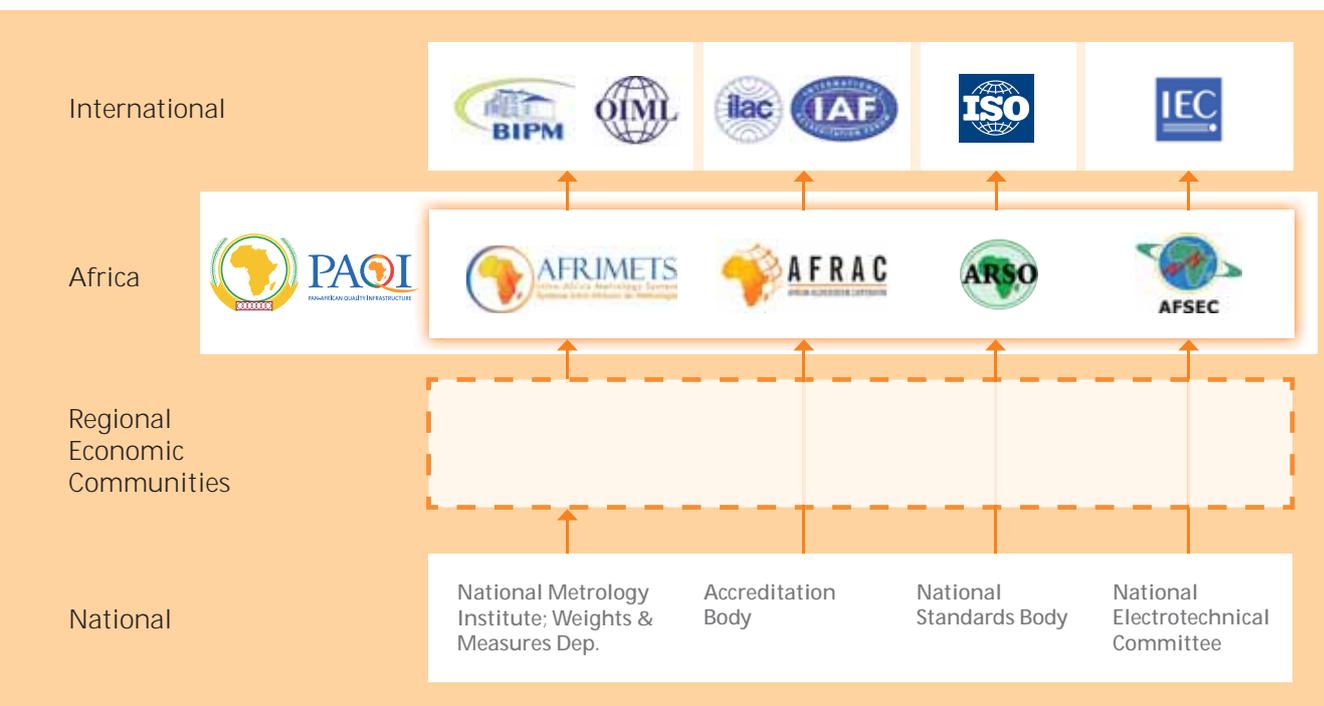
Figure 1: PAQI structure

The main objective of AFSEC is to support African electricity Infrastructure development with standards and conformity assessment services in order to improve access to electricity in Africa.

5.1.5 PAQI structure

PAQI pillars namely AFRAC, AFRIMETS, AFSEC and ARSO have worked hard and are already recognised by the relevant international organisations in their field of operation. ARSO is recognised by International Standards Organisation (ISO), AFSEC is recognised by the International Electrotechnical Commission (IEC), AFRIMETS is recognised by Bureau International des Poids et Mesures (BIPM) and the International Organisation of Legal Metrology (OIML) and AFRAC is recognised by the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF).

6. SWOT ANALYSIS

In this SWOT analysis, PAQI identified its 'strengths' and 'opportunities' to measure its internal capabilities to be fully utilised and 'weaknesses and 'threats' originate from external environments to be fully eradicated. Internal attributes are controllable to some extent by the committee members. Strengths are to be pursued, and weaknesses strategically eliminated or reduced.

PAQI in developing its SWOT analysis has come up with the following matrix:

Table 1: SWOT Analysis

Internal factors	External factors
Strengths a) Regionally recognised African quality infrastructure pillars established b) Co-operation between the pillars formalised thought the establishment of PAQI c) Recognised by the African Union Commission (AUC)	**Weaknesses** a) Low level of awareness of the importance of standardisation; accreditation and measurement issues leading to underinvestment at national levels b) Limited appreciated of the role of standards, metrology and accreditation in value addition, industrialisation, market creation and access and the overall augmentation of their economies c) Weak / limited national quality infrastructures d) Low level of awareness of policy makers on the benefit of Quality Infrastructure at the continental, regional and national level
Opportunities a) Close cooperation and collaboration with organisations such as AUC, UNIDO, UNECA b) Close collaboration and cooperation with international organisations in Quality Infrastructure such as ISO,IEC, ILAC,IAF,BIPM,OIML c) African economic growth and growth prospects; d) Close collaboration and cooperation with regional Quality Infrastructures e) Alignment of PAQI activities with the priorities of the AUC f) Support the African free trade initiative and regional integration g) Support industrialisation and economic development h) Support government to protect the health and safety and environment.	**Threats** a) The high cost to establish the necessary quality infrastructure at national levels b) The increased demands for export countries for proof of compliance with regulation and standards

7. PAQI'S CONTRIBUTION TO AU SECTORS

The situational analysis presented in chapter 3 of the AU strategic plan 2019-2012 shows that despite the progress made in recent times, the African continent is hamstrung by a number of complex challenges that are acting as a break on a continent which is poised for take-off. (AU strategic plan 2012-2019; p.23). These challenges span the economic, political, social, and technological spheres and need to be urgently addressed.

It continues by stating that due to low productivity and lack of competitiveness, African firms are not able to compete on the integrated world market. Thus, the Continent must meet the challenge of up-scaling its value chain and speeding up industrialization and private sector development, by diversifying production and adding value to agricultural, mineral and fisheries resources, rather than exporting these resources as raw materials.

Africa's economic growth prospects and poverty reduction efforts will very much depend on progress made to preserve, sustain and manage the continent resources.

The AU in its analysis has come up with some key priority sectors that need to be addressed at the continental level in order to overcome the key challenges of the economic integration of the continent as envisioned in the Abuja treaty. **(Annex I).**

PAQI will align its work programmes and activities in line with the key AUC sectors which are: Agriculture, infrastructure, transport, energy, environments, natural resources, health, trade and Industry sectors. In the implementation matrix PAQI assigned its activities to some AUC programmes such as AIDA, PIDA, PMPA and 3ADI which are the programmes that have a great support to the development of Africa.

7.1 Agriculture sector

The PAQI's contribution in the agriculture sector will focus on the support of Agro food and Agriculture programs which are CAADP and 3ADI programmes through the following key activities:

1) Development of accurate measurement and traceability for nutritional analysis, meat monitoring (antibiotics, diseases, etc.) to assist the development of agro-processing (increased outputs) and to negate technical barriers to trade
2) Promotion of international acceptance of testing results from the African continent by linking measurements in agro-processing to the international measurement system
3) Establishment of an internationally recognised Mutual Recognition Agreement (MRA's) mechanism through accreditation for the international acceptance of Test, Calibration, Inspection and Certification results, thereby facilitating ease of regional and international market access for our agro processing industry
4) Harmonization of priority standards on agriculture and food products
5) Harmonization of standards for fortified food products to address vitamins and micronutrient deficiencies
6) The adoption/adaption /development of electro technical standards for appropriate small-scale food processing technologies, techniques and machines

7.2 Infrastructure, Transport and Energy sectors

The key areas of support for infrastructure, transport and energy by PAQI include the following areas of support:

1) Development of accurate measurement and traceability for the green economy and energy efficiency (Power and energy, LED lighting, geothermal measurements, solar manufacturing and efficiency measurements, wind power measurements
2) Establishment of an internationally recognised Mutual Recognition Agreement (MRA's) mechanism through accreditation for the international acceptance of Test, Calibration, Inspection and Certification results, thereby facilitating infrastructure development and supporting modern energy services.
3) Harmonization of standards in infrastructure development for: building and construction

4) Establishment of linkages with research institutions to foster cooperation between standardization, research and innovation and indigenous knowledge in order to develop products suited to the African conditions.

5) Harmonization of standards for energy, renewable energy, energy efficiency and trans boundary grids and power pools

6) Harmonization of standards for integration and inter-operation of African power pools, and evolution of smart grids using ICT infrastructure and Harmonize standards on interconnection of the electricity network

7.3 Environmental and natural ressources

Africa's natural resource economy contributes greatly to the continent's built environment, or human-made buildings and structures. The urban areas are directly linked to the production and trade of resources such as water, oil, and minerals.

Some of the environmental and natural resources key activities of PAQI are :

1) Development of sustainable standards on natural resources i.e.: safety of water, proper use of land

2) Development of sustainability standards, referential and guidelines in mining, mineral valuation and utilization of African natural resources.

3) Promotion of the use of standards, metrology and accreditation to support mining regulatory regimes (environmental, social, occupational, safety & health)

4) Establishment of international mutual recognition agreement mechanism through accreditation for the international acceptance of test, calibration, inspection and certification results

5) Development of traceability for measurements in the mining sector and establish local testing facilities for mineralogy

6) Promotion of equipment standards and conformity assessment in mining and in particular equipment for use in explosive atmosphere

7) Harmonization of standards for societal protection, risk and crisis management, disaster preparedness, management and response

8) Development of accurate measurement and traceability for environmental monitoring including (but not limited to: Climate change parameters (ozone, methane, temperature, etc.), Gas emission testing and monitoring (Nitrates, Sulphur dioxide, etc.), Water quality (pesticides, inorganics, micro biology, etc.)Radiation monitoring, Soil testing (contaminants, moisture, nutrients

9) The accreditation MRA's scope will be expanded to incorporate the international recognition of Green Economy Certification and Inspection programmes such as required for energy efficiency and energy management and Green House Gases validation and verification activities. Such programmes would be required to support Africa meeting the Climate Change Agenda and the resulting monitoring of the Environment for Sustainable Development

7.4 Health sector

PAQI will have a contribution in the health sector by supporting the AUC program of Pharmaceutical Manufacturing Plan for Africa (PMPA) through the execution of the following activities:

1) Development of traceability for health care measurements

2) Development and provision of of traceability for testing in pharmaceutical laboratories

3) Support for local pharmaceutical development with method development and research

4) Promoting the use of accreditation in the pharmaceutical and health sector

5) Elaboration of African standards on African traditional medicine(ATM)

6) Development of outreach material on the crucial role of African traditional Medicine (ATM) in the health of African peoples and the need to conserve the natural environment from which medicinal plants and organisms are obtained.

7) Elaboration of standards on medical equipment and devices.

7.5 Trade and Industry Sector

PAQI wiil align their activities to supporting the AIDA program in order to lead to the development of trade and industry sectors in Africa. These activities include:

1) Promoting the the use of accreditation in University laboratories to improve research results
2) Implementation of African standards education programme to enable African citizens to be aware of standards and its importance
3) Organise trainings, seminars and workshops on standards, metrology and accreditation in order to improve the knowledge of youth and women on standards.
4) Advocate for curriculum review to incorporate issues of standards, metrology and accreditation in order to collaborate with institutions of learning, Research Institutes, research laboratories, NGOs and other stakeholders in order Foster development through technological improvement
5) Ensure that metrology structures and facilities are accessible to the private sector and that it can support private sector developments
6) Mainstream private sector standards into African harmonized standards to promote the development of the private sector and SMEs
7) Support the Development tools for reducing technical barriers to trade to contribute to BIAT
8) Establishment of the African Trade Support Web-portal to highlight the benefits of compliance to standards and technical regulations including providing information on existing standards, technical regulations and conformity assessment requirements in Member States to ease exports
9) Operationalize the African Quality Awards scheme in order to motivate more enterprises to use standards in their operations.
10) Work with relevant partners to establish and address specific standardization needs by women, the youth and PWDs
11) Provision of measurement training to women and youth and PWD to assist with market access
12) Establishment of partnerships with women and youth groups to offer opportunities for engagement in standardization and other forum
13) Establishment of an internationally recognised Mutual Recognition Agreement (MRA's) accredtaion mechanism for the international acceptance of Test, Calibration, Inspection and Certification results, thereby facilitating ease of regional and international market access for African manufacturing industry.

8. RESOURCE MOBILISATION

The programmes and activities in this plan will be financed by both internal and external sources:

8.1 Internal sources

Mobilisation of resources will be done through the existing internal resources mobilisation arrangement of individual PAQI institutions namely AFRAC, AFRIMETS, AFSEC and ARSO such as membership subscriptions and expert contributions.

8.2 External sources

PAQI activities are currently supported by German government through the German Federal Metrology institute (Physikalisch Technische Bundesanstalt, PTB).

The mobilisation of resources will be done through a cooperative support of AUC, UNIDO, UNECA, AFDB and other organisations supporting the African Union activities.

Other organisations supporting Quality Infrastructure activities will continue to be consulted directly by the PAQI institutions through use of social capital. These institutions include ISO, IEC, ILAC, IAF, BIPM, OIML, SIDA, NORAD, USAID etc.

9. STRATEGY IMPLEMENTATION MATRIX

The strategic plan will be implemented through the strategic plan implementation matrix.

The matrix consists of seven priorities. Each priority has specific strategies and actions to pursue with outcomes and outputs. (Annex ii) The PAQI institutions will include the timeframes and budgets in their specific plans

ANNEX I: AUC PRIORITY SECTORS

The key priority sectors those need to be addressed at the continental level in order to overcome the key challenges of the economic integration of the continent as envisioned in the Abuja treaty are

1) The Agricultural sector
2) The Infrastructure, Transport and Energy sectors
3) Environmental and natural resources
4) Health sector
5) Trade and Industry

1. Agriculture sector

Organic agriculture is a sustainable and environmentally friendly production system that offers African and other developing countries a wide range of economic, environmental, and social. The major challenge to food security in Africa is its underdeveloped agricultural sector that is characterized by over reliance on primary agriculture low fertility soils, minimal use of external farm inputs, environmental degradation, significant food crop loss both pre- and post-harvest, minimal value addition and product differentiation and inadequate food storage and preservation that result in significant commodity price fluctuation.

In 2003, the New Partnership for Africa's Development (NEPAD) and its Comprehensive Africa Agriculture Development Program (CAADP), were launched to accelerate agricultural growth in the region. Also in 2003, African governments signed the Maputo Declaration committing to a minimum allocation of 10% of their national annual budgets to agriculture. Recent political fore confirmed the urgent need to secure and increase basic food staples.

AUC introduced the CAADP program in 2003 with the aim of helping African countries to reach a higher path of economic growth through agriculture-led development and this program focuses on four areas: extending the area under sustainable land management and reliable water control systems, Increasing market access through improved rural infrastructure, Increasing food supply and reducing hunger across the region and finally Improving agricultural research.

Furthermore AU in observing that time was ripe to make a difference in the lives of millions of farmers in the world's poorest countries; it introduced the 3ADI program in order to accelerate the development of the agribusiness and agro-industries sectors in Africa. The 3ADI stems from the Abuja Declaration, passed at the end of the Abuja Conference, organized by the African Union Council (AUC) on March 2011. The declaration calls upon UNIDO, in cooperation with FAO (Food and Agriculture Organization) and IFAD (International Fund for Agricultural Development) to join efforts in a well-coordinated way, in order to share knowledge and harmonize programmes in ways that capture synergies, avoid fragmented efforts, and enhance developmental impacts.

The main goal of the 3ADI is to develop the agriculture sector in Least Developed Countries (LDCs), and by the year 2020, to have highly productive and profitable agricultural value chains.

AU in its strategic plan focused on eight key priorities; whereas the second priority focuses on Expanding Agricultural production, developing the Agro-processing and businesses sectors, increase market access and attain Africa's collective Food self-sufficiency and nutrition through promotion of smallholder agriculture, sound environment and natural resource management, including climate change.

The AUC expectation on this priority rely on having Policies and institutions for sustainable development, increased agricultural production, food and nutrition security through CAADP and 3ADI, expanded value addition and market access, and sound environmental management implemented.

2. Infrastructure, Transport and Energy sectors

Access to sustainable and affordable energy and energy services is a key issue for Africans. With its vast and untapped natural resources, Africa is an ideal place to develop new technologies and renewable energies.

In Africa Promote an inclusive economic development and industrialization through the acceleration of infrastructure development projects will aid to the economic integration and full utilization of the continent's mineral and other natural resources.

In the area of Infrastructure, the AUC, in partnership with NPCA, ECA, AfDB, has developed the Program on Infrastructure Development in Africa (PIDA) which covers transport, energy, and telecommunication/ICT and water sectors. Progress was also registered in developing and sustaining human capabilities through increased access to health, education, nutrition, shelter, sanitation and employment.

The AU expectation in the area of Infrastructure relate to the development of a sustainable Infrastructure and environment for inclusive economic development, industrialization, private sector- led intra-African trade and sustainable utilization of natural ressources by accelerating the Programme for Infrastructure Development in Africa and to enhance access to modern energy service for the majority of the African population.

3. Environmental and natural resources

Degradation of natural resources is a serious problem Africa; the region suffers from deforestation, erosion, loss of soil fertility, soil compaction and water scarcity.

However natural resources have been the key sectors for economic growth in Africa: the continent has been traditionally driven by exports of agricultural goods and primary products such as minerals and hydro-carbons. Nevertheless, some countries dependent on just a few commodities for their revenue are vulnerable to boom and bust cycles as the prices of commodities are subject to wide fluctuations. Therefore, the need for expanding the beneficiation of such products, and seeking sustainable utilisation where possible, are priorities for African economic growth and diversification.

Climate change is also considered as presenting a security challenge more complex than the Cold War. It is now also conventional wisdom that climate change has already, and will

continue to affect human security (including ecological sustainability), which may result in human rights abuses, and intra and inter-state conflict and wars. The AU regards climate change as a threat to the continent's future well-being.

In Africa institutions either private or public organisations should develop Climate security addresses and implement measures to reduce the impact of greenhouse gas emissions on humans and the environment and to achieve sustainable development.

AU expectation: Infrastructure development and environment for inclusive economic development, industrialization, private sector-led intra-African Trade and sustainable utilization of natural resources created.

4.   Health sector

Health care in most of Sub-Saharan Africa remains the worst in the world. Most countries in Africa rely heavily on imports for pharmaceutical products whether it is for the pandemic diseases or for the overall range of products in countries less affected by the pandemics. This situation which has economic implications regarding use of hard currency is for some a missed opportunity in terms of economic development and job and wealth creation, and poses a threat for the sustainability of treatment programs as and when donor fatigue sets in. It is recognized that developing the pharmaceutical sector has the potential to achieve both public health and economic development benefits but that to do this requires industrial development expertise and public health involvement. In addition, the region lacks the infrastructure, facilities, and trained personnel necessary to provide and deliver even minimal levels of health services and goods.

In July 2011 the African Union Commission (AUC) and the United Nations Industrial Development Organization (UNIDO) agreed to a partnership for the accelerated implementation of the Pharmaceutical Manufacturing Plan for Africa (PMPA).

AUC and UNIDO had detailed debates to capture the challenges that the pharmaceutical sector in Africa faces, to explore methods that could be applied to facilitate the development of the industry, and to establish a program of work that will enable the partnership to build on this common understanding, consequently designing and implementing a strategy for the PMPA.

Furthermore, the African Ministers of Industry (CAMI) at their conference in Algiers in March 2011 identified the pharmaceutical sector as being a priority for the continent and included it in the Accelerated Industrial Development of Africa Framework, acknowledging the PMPA as the mechanism by which the sector should be supported.

A great influence will be on Build Africa's human capacity through the prioritization of Primary Health Care and Prevention; Education, skills development and investment in science, research and innovation, access to clean water and sanitation with inclusion of the vulnerable groups.

The AU expectation on this sector relate to having Policies and Programs to enhance health, education and employable skills underpinned by investment in services, science, research and innovation implemented by Member States.

5.   Trade and Industry

There are several reasons for the weak regional trade performance in Africa, one of which is that the approach to regional integration on the continent has so far focused more on the elimination of trade barriers and less on the development of the productive capacities necessary for trade. While the elimination of trade barriers is certainly important, it will not have the desired effect if it is not complemented with policy measures to boost supply capacities. The limited role of the private sector in regional integration initiatives and efforts has also contributed to the weak trade performance of the continent.

The problem in this area is concentrated on poor infrastructure and barriers in penetrating

the market caused by their limited resource base, lack of information, lack of or inadequate support institutions and poor policies in place among other factors. Poor infrastructure literally limits the markets to which farmers can profitably take their produce by increasing the cost of transportation, and hence also acts as a barrier to market penetration. Other barriers include market standards, limited information, requirements for large initial capital investments, limited product differentiation. The quality aspect of the standards is of major concern and gets more rigid where the food crop is for export. Some of the markets are for zero tolerance on the sub-standards products. All these issues limit African products to access international market.

However, enhancing Africa's share of global trade remains a monumental challenge especially with respect to increased exports of value added products, which highlights the nexus between trade policy and industrial policy.

In this regard, the AU has endorsed the Action Plan for the Accelerated Industrial Development for Africa (AIDA) in 2008 as well as the Action Plan for the Africa Mining Vision which promotes the harnessing of mineral resources for sustainable development.

The 10th Session of the AU Heads of State and Governments in January 2008, adopted the Action Plan for Accelerated Industrial Development of Africa (AIDA) for implementation by ASUC.

The 18th CAMI held in October 2008 in Durban, South Africa articulated the Implementation Strategy for AIDA and listed activities into seven bunches covering from industrial policy, Upgrading, Modernization, Infrastructure development, Enhancement of industrial skills, Promotion of innovation and technology, mobilization of resources and promotion of sustainable industrial development.

Gender issue such as inequality and women's empowerment are far from being achieved, although women play a significant role in agriculture. Despite their prominent role in food production, market and processing, women have limited access to land, agricultural exten-sion services, credit, infrastructure, technology and markets that are crucial for enhancing their productivity.

The gender-sensitive approach to trade involves a vision of trade as an essential component of efforts to eradicate poverty and promote sustainable, people-centred development. This implies that in order to effectively mainstream gender, the current debate on the possible positive or negative effects of trade liberalization on gender equality, and vice-versa, must be understood within a broad context and framed in relation to overall development objectives, such as those defined by the MDGs. AU cognizes the importance of addressing gender inequality in Africa as a means to reduce poverty and promote inclusive growth .The implication of women and youth in trade area will have a great impact on the development of the region.

AU expectation: Infrastructure development and environment for inclusive economic development, industrialization, private sector-led intra-African Trade and sustainable utilization of natural resources created through promoting policies and Standards to accelerate Continental integration and expand Intra-African Trade and global market access.

Annex II: IMPLEMENTATION MATRIX

Key priority
1. Expand Agricultural production, developing the Agro-processing and businesses sectors, increase market access and attain Africa's collective Food self-sufficiency and nutrition through promotion of smallholder agriculture, sound environment and natural resource management, and climate change.

Outcome
Outcome 2: Policies and institutions for sustainable development, increased agricultural production, food and nutrition security, expanded value addition and market access, and sound environmental management implemented

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 2.1: MS implementation of CAADP priority programmes including animal resources as an instrument to boost agricultural production and productivity for food and nutrition security, and eliminating hunger and reducing poverty is supported	**1.** Accelerate implementation of CAADP as an instrument for agricultural growth, transformation and eliminating hunger and reducing poverty **2.** Promote/facilitate implementation of Africa Nutritional Strategy, and address the risks of vulnerability, resilience and risk management **3.** Promote and facilitate the generation and dissemination of knowledge, innovation and technology for agricultural transformation **4.** Mainstream social protection in CAADP **5.** Harness the potential of animal resources development for wealth creation and to contribute towards enhanced food and nutrition self-sufficiency	**LEAD DEPT:** DREA **COOPERATING DEPTS:** NPCA, DIC, DSA, Gender, Peace & Security, Trade & Industry, HRST, Political Affairs **EXTERNAL PARTNERS:** RECs, FAO, IFPRI, WB, WFP, ECA, AfDB, EU, USAID, DfID, GIZ, CTA, CIDA, NETHERLANDS, FARA, SROs, CGIAR, AATF, AGRA, OIE	**1.** Develop accurate measurement and traceability (Metrology) for nutritional analysis, meat monitoring (antibiotics, diseases, etc.) to assist the development of agro-processing (increased outputs) and to negate technical barriers to trade (ensure exports) **(AIDA and CAADP)** **2.** Promote the international acceptance of testing results from the African continent by linking measurements in agro-processing to the international measurement system **(CAADP)** **3.** Promote collaboration in accurate measurement in agro-processing between sub-regions and RECs **(CAADP)**	**1.** AFRAC will established an internationally recognised Mutual Recognition Agreement (MRA's) mechanism for the international acceptance of Test, Calibration, Inspection and Certification results, thereby facilitating ease of regional and international market access for our agro processing industry **(AIDA and CAADP)**	**1.** Continued harmonization of priority standards on agriculture and food products **(CAADP&3ADI&AIDA)** **(a)** Harmonize current standards for cereals and pulses **(CAADP&3ADI&AIDA)** **(b)** Harmonize standards for cassava and other roots and tuber food products, yams, bananas and plantains **(CAADP&3ADI&AIDA)** **(c)** Harmonize standards for fortified food products to address vitamins and micronutrient deficiencies **(CAADP&3ADI&AIDA)** **(d)** Harmonize standards for fisheries, aquaculture and livestock products **(CAADP&3ADI&AIDA)** **(e)** Harmonize standards for food safety systems, food packaging and labelling **(CAADP&3ADI&AIDA**	**1.** Analyse the potential needs and gaps for harmonization of electro technical standards and conformity assessment systems that can support this key priority. e.g. efficient and sustainable agro–processing equipment for smallholder agriculture **(3ADI&AIDA)** **2.** In conjunction with partners, adopt/adapt/ develop electro technical standards for appropriate small-scale food processing technologies, techniques and machines **(AIDA&3ADI)**

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
	6. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders information and citizens' involvement and ownership				(f) Harmonize standards for value addition of farm produce to meet market requirements (CAAD-P&3ADI&AIDA)	
	7. Ensure that agricultural and livestock programmes including the Pan African Tsetse and Trypanosomiasis Eradication Campaign (PATTEC) Initiative are well integrated in the CAADP framework and successfully implemented				(g) Harmonize standards for good agricultural practices with aim of incorporating resilience and climate change adaptation (CAADP&3ADI&AIDA) 2. Organize training on sector specific value chain processes targeting priority agriculture and food products (CAAD-P&3ADI&AIDA)	
	8. Harness the potential of animal resources development for wealth creation and to contribute towards enhanced food and nutrition self-sufficiency				3. In conjunction with partners, develop standards for appropriate small-scale food processing technologies, techniques and machines (CAADP&3ADI&AIDA) 4. Development of outreach materials in order to raise awareness on standards of African products to ensure quality assurance (CAAD-P&3ADI&AIDA)	

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 2.2: Implementation of Priority programmes on Environment and Natural Resources and Climate Change facilitated	**1.** Promote/facilitate sustainable management of the environment and natural resources, including water, land, biodiversity. etc. **2.** Put in place measures to facilitate progress in the implementation of the Africa Climate Change Agenda, including Green Economy **3.** Facilitate the Implementation of the Great Green Wall for the Sahara and Sahel Initiative **4.** Facilitate the realisation of the Africa Water Vision 2020 **5.** Facilitate the implementation of the African Regional Strategy on Disaster Risk Reduction **6.** Facilitate the implementation of the programme on Monitoring of the Environment for Sustainable Development **7.** Facilitate Member States capacity strengthening through implementation of the Multilateral Environmental Agreements	**AU LEAD DEPARTMENT:** DREA **AU COOPERATING DEPARTMENTS:** I&E, DIC, Peace & Security, Political Affairs, DSA, Legal Affairs, HRST **EXTERNAL PARTNERS:** AMCEN, AMCOW, RECS, WMO, UNISDR, UNEP, EU, ACP, ECA, AFDB	**1.** Develop accurate measurement and traceability for environmental monitoring including (but not limited to): • Climate change parameters (ozone, methane, temperature, etc.) • Gas emission testing and monitoring (Nitrates, Sulphur dioxide, etc.) • Water quality (pesticides, inorganics, micro biology, etc.) • Radiation monitoring • Soil testing (contaminants, moisture, nutrients, etc.) **CAADP** **2.** Develop Legal metrology in all member countries in support of environmental health and safety (stand-alone)	**1.** AFRAC's MRA's scope will be expanded to incorporate the international recognition of Green Economy Certification and Inspection programmes such as required for energy efficiency and energy management and Green House Gases validation and verification activities. Such programmes would be required to support Africa meeting the Climate Change Agenda and the resulting monitoring of the Environment for Sustainable Development **(cross cutting on climate change)**	**1.** Harmonize environmental and sustainability standards targeting priority sectors such as agriculture; fisheries; tourism; forestry; mining; textiles and leather **(AIDA)** **2.** Guiding on sustainability programs in Africa (Support implementation of African Eco-labelling Mechanism…) **(cross cutting)** **3.** Harmonize standards for societal protection, risk and crisis management, disaster preparedness, management and response **(cross cutting)** **4.** Developing sustainable standards on natural resources i.e.: safety of water, proper use of land **(AIDA)**	

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 2.3: Programs for enhancement of agribusiness including access to productive resources and capacity of Women, Youth and persons with disabilities supported	**1.** Promote measures to enhance access of women, youth and persons with disabilities to Land and other Agricultural Productive Assets **2.** Continue to Implement and manage projects under the Fund for African Women by theme as sector designated **3.** Continue to roll out the African Women Decade Themes through relevant department and Directorates **4.** Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**LEAD DEPT:** DREA **COOPERATING DEPTS:** GENDER , HRST, DIC, PEACE & SECURITY, DSA **EXTERNAL PARTNERS:** UNDP, Ford Foundation, Master Card	**1.** Promote Union wide programmes for Training in basic measurement in agriculture to assist women and youth to become productive in agriculture **(AIDA)**		**1.** Support and facilitate knowledge and innovation and technological learning to women and youth in the Agriculture sector to develop better methods of agriculture **(AIDA)** **2.** Promoting Youth Entrepreneurship and Business Innovation in the Region **(AIDA)**	

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 2.4: Strengthening of infrastructure for market access and trade in agricultural products promoted	**1.** Design and support implementation of programmes on rural infrastructure and value addition **2.** Support programmes specifically designed to assist women, youth and persons with disabilities undertake value-addition of agricultural products; **3.** Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**AU LEAD DEPARTMENT:** DREA **AU COOPERATING DEPARTMENTS:** T&I; NCPA, DIC, DSA, HRST **REACH (EXTERNAL PARTNERS):** UNIDO, AfDB, UNDP, ECA, WEF, MFW4A	**1.** Promote Union wide programmes for Training in basic measurement in agriculture to assist women and youth to become productive in agriculture, development of basic measurement devices for use in rural areas **(AIDA)**	**1.** AFRAC will established an internationally recognised Mutual Recognition Agreement (MRA's) mechanism for the international acceptance of Test, Calibration, Inspection and Certification results, thereby facilitating ease of regional and international market access for our agro processing industry **(AIDA&CAADP&3ADI)**	**1.** Develop training materials on standardization suitable for promoting value addition for pre-dominantly rural products **(AIDA&CAADP&3ADI)** **2.** Ensure participation of youth in standardization through the quality essays **(AIDA&CAADP&3ADI)** 3. Training on the food safety referential, TBT, and related standards to facilitate market access of agricultural products **(AIDA&CAADP&3ADI)**	**1.** Rural electrification using the renewable energy equipment **(AIDA)**

Key priority
3. Promote inclusive economic development and industrialization through the acceleration of infrastructure development projects that will aid economic integration and utilization of the continent's mineral and other natural resources.

Outcome
Outcome 3: Infrastructure development and environment for inclusive economic development, industrialization, private sector-led intra-African Trade and sustainable utilization of natural resources created

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 3.1: Enabling policy frameworks for inclusive development formulated, promoted and implementation capacity of MS enhanced	**1.** Design and implement policies and programmes for promoting inclusive growth and poverty reduction **2.** Promote measures to accelerate progress towards implementation of MDGs and the Post 2015 Agenda **3.** Promote policies designed to reduce and/ or eliminate economic marginalization and social vulnerabilities through implementation of the Social Policy Framework for Africa **4.** Facilitate implementation of the 2004 Plan of Action of Ouagadougou on Employment Promotion and Poverty Alleviation **5.** Promote access of the informal economy and rural workers to affordable and appropriate social security schemes	**AU LEAD DEPARTMENT:** DEA/DSA **AU COOPERATING DEPTS:** T&I, DIC, DREA, HRST **EXTERNAL PARTNERS:** UN-system and Specialized Agencies, AfDB	**1.** Assist policy development by providing advice on accurate measurement and requirements regarding measurement equipment and pre-packages (Legal metrology) issues to policy makers **(AIDA)**	**1.** AFRAC will established an internationally recognised Mutual Recognition Agreement (MRA's) mechanism for the international acceptance of Test, Calibration, Inspection and Certification results, thereby facilitating ease of regional and international market access for our manufacturing industry **(AIDA)**	**1.** Mainstream private sector standards into African harmonized standards to promote the development of the private sector and SMEs **(AIDA)** **2.** Carry out assessment of infrastructure standards required and develop justification for resource mobilization **(PIDA)**	**1.** Mainstream private sector standards into African harmonized standards to promote the development of the private sector and SMEs **(AIDA)** **2.** Carry out assessment of infrastructure standards required and develop justification for resource mobilization **(PIDA)**

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
	6. Support improvement of labour-related statistics and information systems					
	7. Promote access to financial services by micro and small scale enterprises through establishment of African Micro Financial Enterprises					
	8. Promote the private sector through increased investment rates and enhanced productivity					
	9. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership					

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 3.2: The Programme for Infrastructure Development in Africa facilitated	**1.** Facilitate the operationalization of the IAIDA Governance structures / agenda **2.** Promote implementation of Missing Links for Transport and ICT Infrastructure projects **3.** Promote adoption of f Common transport Policies, strategies and regulatory frameworks **4.** Access to integrated digital economy and reliable, and affordable ICT Networks and services **5.** Integrated trans boundary water resource management for continental development **6.** Energy Infrastructure Development and Access **7.** Policy guidelines on fossil fuel (oil and gas) developed and promoted to contribute to socio economic development	**AU LEAD DEPARTMENT:** IED **AU COOPERATING DEPTS:** DEA, T&I, NPCA **EXTERNAL PARTNERS:** RECs Member States, AfDB, Specialized Agencies, UNECA, Private Sector, International and African Financing Institutions	**1.** Develop accurate measurement and traceability for communication technologies –broadband communication, satellite communication, etc **(PIDA)** **2.** Develop traceability for water resource and fossil fuel related testing and research **(CAADP&AIDA)**	**1.** AFRAC will established an internationally recognised Mutual Recognition Agreement (MRA's) mechanism for the international acceptance of Test, Calibration, Inspection and Certification results, thereby facilitating infrastructure development **(PIDA)**	**1.** Harmonize standards in infrastructure development for: building and construction **(PIDA)** **2.** Establish linkages with research institutions to foster cooperation between standardization, research and innovation and indigenous knowledge in order to develop products suited to the African conditions. **(AIDA)** common to PAQI institutions	**1.** Harmonize standards in infrastructure development for: building and construction **(smart city...)** **2.** Establish linkages with research institutions to foster cooperation between standardization, research and innovation and indigenous knowledge in order to develop products suited to the African conditions **3.** Harmonized standards for integration and interoperation of African power pools, and evolution of smart grids using ICT infrastructure **(PIDA)** • Harmonize standards on interconnection of the electricity network **4.** Harmonized standards and conformity assessment systems for • extension of electricity distribution networks • mini-grids • stand-alone home/ school/clinic electrical systems • material and equipment **(AIDA&PIDA)**

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 3.3: Access to modern energy services for the majority of the African population enhanced	**1.** Accelerate development of renewable energy and others Source **2.** Facilitate regional and continental clean power generation and transmission projects; **3.** Develop guidelines on renewable energy (Geothermal, Hydro, solar, bioenergy and wind) to contribute to socio-economic development	**AU LEAD DEPARTMENT:** IED **AU COOPERATING DEPTS:** DEA, T&I, NPCA **EXTERNAL PARTNERS:** RECs Member States, AfDB, Specialized Agencies, UNECA, Private Sector, International and African Financial Institutions	**1.** Develop accurate measurement and traceability for the green economy and energy efficiency (Power and energy, LED lighting, geothermal measurements, solar manufacturing and efficiency measurements, wind power measurements, etc.) **(AIDA & PIDA)**	**1.** AFRAC will established an internationally recognised Mutual Recognition Agreement (MRA's) mechanism for the international acceptance of Test, Calibration, Inspection and Certification results, there by supporting modern energy services **(PIDA)**	**1.** Establish through data analysis the scope of standards required for various energy technologies including those suitable for economic activities of rural communities, SMEs and local innovation in utilization and put on dissemination mechanism **(AIDA&PIDA)** **2.** Harmonize standards for energy, renewable energy, energy efficiency and trans boundary grids and power pools **(AIDA&PIDA)** 3. Develop sustainability criteria for bioenergy in Africa to complement international initiatives while addressing African conditions **(AIDA&PIDA)**	**1.** Establish through data analysis the scope of standards required for various energy technologies including those suitable for economic activities of rural communities, SMEs and local innovation in utilization and put on dissemination mechanism **(AIDA&PIDA)** **2.** Harmonize standards for energy, renewable energy, energy efficiency and trans boundary grids and power pools **(AIDA&PIDA)** **3.** Develop sustainability criteria for bioenergy in Africa to complement international initiatives while addressing African conditions **(AIDA&PIDA)**

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 3.4: Policies and Standards to promote Continental integration facilitated	**1.** Support Harmonization and coordination of Macro Economic Policies **2.** Support the operationalization of Pan-African Financial and Monetary Institutions **3.** Promote Standardization and Harmonization of Statistics through the African Statistical Charter and other Measures **4.** Take measures to accelerate implementation of MIP (Minimum Integration Programme) through putting in place the Integration Fund **5.** Put in place the Observatory on Integration (M&E/Data base) for the integration process **6.** Enhance awareness, delivery, coordination and accountability for the integration process **7.** Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership **8.** Promote policy and guidelines to support energy, transport and ICT regional and continental programs	**AU LEAD DEPARTMENT:** DEA **AU COOPERATING DEPARTMENTS:** T&I, HRST, DPS, DREA, DEA, AFREC and NPCA, DSA, DIE **EXTERNAL PARTNERS:** AfDB, UNECA, RECs, ATU, PAPU, AFCAC, RPPs, UPDEA, ITU, EU, UPU, German BMZ, USAID, World Bank	**1.** PAQI bodies to develop joint outreach material to highlight the importance for AU/AUC and affiliated organizations to utilize standards, metrology, conformity assessment and accreditation to promote the integration agenda **(AIDA)** **2.** Promote the use of accreditation to reducing technical barriers to trade **(AIDA&CAADP)** **3.** Provide input into the development of African policy guidelines reflecting on accreditation aspects **(AIDA&CAADP&PIDA)**	**1.** PAQI bodies to develop joint outreach material to highlight the importance for AU/AUC and affiliated organizations to utilize standards, metrology, conformity assessment and accreditation to promote the integration agenda **(AIDA)** **2.** Promote the use of accreditation to reducing technical barriers to trade **(AIDA&CAADP)** **3.** Provide input into the development of African policy guidelines reflecting on accreditation aspects **(AIDA&CAADP&PIDA)**	**1.** PAQI bodies to develop joint outreach material to highlight the importance for AU/AUC and affiliated organizations to utilize standards, metrology, conformity assessment and accreditation to promote the integration agenda **(AIDA)** **2.** Promote the use of accreditation to reducing technical barriers to trade **(AIDA&CAADP)** **3.** Provide input into the development of African policy guidelines reflecting on accreditation aspects **(AIDA&CAADP&PIDA)**	**1.** PAQI bodies to develop joint outreach material to highlight the importance for AU/AUC and affiliated organizations to utilize standards, metrology, conformity assessment and accreditation to promote the integration agenda **(AIDA)** **2.** Promote the use of accreditation to reducing technical barriers to trade **(AIDA&CAADP)** **3.** Provide input into the development of African policy guidelines reflecting on accreditation aspects **(AIDA&CAADP&PIDA)**

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 3.5: Trade and Customs facilitation policies developed and promoted and CFTA negotiations facilitated	**1.** Implement Initiatives Related to Boosting intra-African Trade (BIAT) **2.** Design and Implement Policies and Programmes on Trade, Industry and Customs to enhance Market Access – at continental and global levels **3.** Accelerate Progress Towards Establishment of the Continental Free Trade Area (CFTA) **4.** Design and implement programmes aimed at boosting market access (continental, global) for women and youth entrepreneurs **5.** Promote labour migration to support cross-border investment and to fill the skills gap Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**AU LEAD DEPARTMENT:** T&I **AU COOPERATING DEPTS:** DEA, DIC, Political Affairs, DSA, Gender, DREA, HRST, I&E **EXTERNAL PARTNERS:** RECs, African Business Roundtable, UN Systems, World Bank	**1.** Harmonise legal (Trade) Metrology implementation and adoption of international standards across the continent in support of intra-African trade **(AIDA)** **2.** Provide input on testing requirements at borders to policy makers and assist with the development of mutually recognised testing between RECs **(AIDA)**	**1.** PAQI bodies to develop joint outreach materials to highlight the importance for AU/AUC and affiliated organizations to utilize standards, metrology, conformity assessment and accreditation to promote the integration agenda **(AIDA, PIDA,CAADP, 3ADI)** **2.** Promote the use of accreditation as a tool for eliminating technical barriers to trade to contribute to BIAT **(AIDA, PIDA,CAADP, 3ADI)** **3.** Together with PAQI bodies, participate in the negotiations for the establishment of the CFTA and provide requisite input on standards, metrology, conformity assessment and accreditation **(AIDA, PIDA,CAADP, 3ADI)** **4.** Together with PAQI bodies, advocate for the realization of the African Protocol on Standardisation, Quality Assurance and Measurement Systems as envisaged in Article 67 of the AEC Treaty, 1991 and anchor therein PAQI bodies in the African integration system **(AIDA, PIDA,CAADP, 3ADI)**	**1.** PAQI bodies to develop joint outreach brochure to highlight the importance for AU/AUC and affiliated organizations to utilize standards, metrology, conformity assessment and accreditation to promote the integration agenda **(AIDA, PIDA,CAADP, 3ADI)** **2.** Develop tools for eliminating technical barriers to trade to contribute to BIAT **(AIDA, PIDA,CAADP, 3ADI)** **3.** Together with PAQI bodies, participate in the negotiations for the establishment of the CFTA and provide requisite input on standards, metrology, conformity assessment and accreditation **(AIDA, PIDA,CAADP, 3ADI)** **4.** Together with PAQI bodies, advocate for the realization of the African Protocol on Standardisation, Quality Assurance and Measurement Systems as envisaged in Article 67 of the AEC Treaty, 1991 and anchor therein PAQI bodies in the African integration system **(AIDA, PIDA,CAADP, 3ADI)**	**1.** PAQI bodies to develop joint outreach brochure to highlight the importance for AU/AUC and affiliated organizations to utilize standards, metrology, conformity assessment and accreditation to promote the integration agenda **(AIDA, PIDA,CAADP, 3ADI)** **2.** Develop tools for eliminating technical barriers to trade to contribute to BIAT **(AIDA, PIDA,CAADP, 3ADI)** **3.** Together with PAQI bodies, participate in the negotiations for the establishment of the CFTA and provide requisite input on standards, metrology, conformity assessment and accreditation **(AIDA, PIDA,CAADP, 3ADI)** **4.** Together with PAQI bodies, advocate for the realization of the African Protocol on Standardisation, Quality Assurance and Measurement Systems as envisaged in Article 67 of the AEC Treaty, 1991 and anchor therein PAQI bodies in the African integration system **(AIDA, PIDA,CAADP, 3ADI)**

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 3.6: Private sector engagement and improved Business Climate in Africa developed and promoted	**1.** Implement measures to support private sector development in Africa **2.** Implement measures to support improved business climate in Africa **3.** Implement the African Productivity Agenda **4.** Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**AU LEAD DEPARTMENT:** EAD **AU COOPERATING DEPTS:** T&I, PA, DIC, DSA, DREA **EXTERNAL PARTNERS:** UNDP, UNECA, RECs, EU, FICCI (Federation of Indian Chambers of Commerce and Industry), KFFSED Kuwait Fund for social and Economic Development); SDF (Saudi Development Fund), IDB (Islamic Development Bank) and ITC (International Trade Centre)	**1.** Ensure that metrology structures and facilities are accessible to the private sector and that it can support private sector developments **(AIDA)** **2.** Provide measurement traceability to Industry **(AIDA)**	**1.** AFRAC will established an internationally recognised Mutual Recognition Agreement (MRA's) mechanism for the international acceptance of Test, Calibration, Inspection and Certification results, thereby facilitating ease of regional and international market access for our manufacturing industry **(AIDA&3ADI)**	**1.** Mainstream private sector standards into African harmonized standards to promote the development of the private sector and SMEs **(AIDA)** **2.** PAQI organisation to support the Development tools for reducing technical barriers to trade to contribute to BIAT **(AIDA)** **3.** Establish the African Trade Support Web-portal to highlight the benefits of compliance to standards and technical regulations including providing information on existing standards, technical regulations and conformity assessment requirements in Member States to ease exports **(AIDA)** **4.** Operationalize the African Quality Awards scheme in order to motivate more enterprises to use standards in their operations **(AIDA)**	**1.** Mainstream private sector standards into African harmonized standards to promote the development of the private sector and SMEs **2.** PAQI organisation to support the Development tools for reducing technical barriers to trade to contribute to BIAT **(AIDA)**

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 3.7: Women, Youth and persons with disabilities entrepreneurship promoted, and supported	**1.** Design, Promote and Implement policies and programmes on Women Entrepreneurship **2.** Design, Promote and Implement policies and programmes on Youth Entrepreneurship **3.** Design, Promote and Implement policies and programmes on Entrepreneurship for persons with Disabilities, including the protection of intellectual properties/works of PWD, to enhance their possibilities to create job opportunities and self-employment **4.** Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**AU LEAD DEPARTMENT:** DEA/HRST **AU COOPERATING DEPTS:** Gender, DIC, DSA, I&T **EXTERNAL PARTNERS:** IWBA (International Women Business association); RWBA (Regional Women business association); BCW (Business council for women), RECs, Ford Foundation, UN Systems, ACBF, US-AU/USAID, European Union	**1.** Provide measurement training to women and youth and PWD to assist with market access **(AIDA)**		**1.** Work with relevant partners to establish and address specific standardization needs by women, the youth and PWDs **(AIDA)** **2.** Establish partnerships with women and youth groups to offer opportunities for engagement in standardization **(AIDA)**	**1.** Work with relevant partners to establish and address specific standardization needs by women, the youth and PWDs **(AIDA)** **2.** Establish partnerships with women and youth groups to offer opportunities for engagement in standardization and other forum **(AIDA)**

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 3.8: Policies for the sustainable utilization of the continent's mineral and other resources developed and promoted	**1.** Implement programmes in the framework of the African Mining Vision Action Plan for improved governance and value addition to Africa's mineral resources **2.** Facilitate the Establishment of the African Minerals Development Centre **3.** Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**AU LEAD DEPARTMENT:** T&I **AU COOPERATING DEPTS:** DREA, DIC, IED, NPCA, P&S, DPA **EXTERNAL PARTNERS:** UNECA, FAO, IFAD	**1.** Develop traceability for measurements in the mining sector and establish local testing facilities for mineralogy **(AIDA)** **2.** Support local beneficiation by developing measurement methods**(AIDA)**	**1.** Establish and international mutual recognition agreement mechanism for the international acceptance of test, calibration, inspection and certification results **(AIDA)**	**1.** Developing sustainability standards, referential and guidelines in mining, mineral valuation and utilization of African natural resources **(AIDA)** **2.** PAQI institution to promote the use of standards, metrology and accreditation to support mining regulatory regimes (environmental, social, occupational, safety & health **(AIDA)**	**3.** Promotion of equipment standards and conformity assessment in mining and in particular equipment for use in explosive atmospheres **(to be the same in AIDA document)**

Key priority
4. Build Africa's human capacity through the prioritization of Primary Health Care and Prevention; Education, skills development and investment in science, research and innovation, access to clean water and sanitation with inclusion of the vulnerable groups

Outcome
Outcome 4: Policies and Programmes to enhance health, education and employable skills underpinned by investment in services, science, research and innovation implemented by Member States

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 4.1: Implementation of the Africa Health Strategy (AHS) promoted	**1.** Accelerate the implementation of the Africa Health Strategy, – Abuja Call, Continental Policy on SRHR & its Maputo Plan of Action, ARNS, CARMMA **2.** Promote Result Delivery & Accountability on Universal Access to HIV/AIDS, TB, MNCH & Malaria Services, ARNS **3.** Promote Concerted Actions on PMPA implementation **4.** Enhance training in medical and health sciences **5.** Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness **6.** Ensure all target stakeholders receive information to promote stronger involvement and ownership **7.** Strengthen AIDS Watch Africa	**LEAD AUC DEPT:** DSA Co-Lead **AUC DEPT:** Gender, Trade & Industry, HRST, Communication, Economic affairs, Peace & Security, Medical Services **EXTERNAL PARTNERS:** UNFPA, WMO, UNICEF, UNAIDS, UNIDO, WFP, US-AID, AUSAID, AfDB, NEPAD, Marie Stopes International, IPPF-Africa Regional Office, IPAS Africa, Partners in Population & Development (Africa region)	**1.** Assist member countries to develop and adopt Legal metrology legislation **(PIDA, AIDA, CAADP)** **2.** PAQI institutions encourage members to adopt international standards, **(PIDA, AIDA, CAADP)** **3.** Develop traceability for health care measurements **(cross cutting)** **4.** Develop and provide traceability for testing in pharmaceutical laboratories **(AIDA)** **5.** Support local pharmaceutical development with method development and research **(AIDA)**	**1.** Establish and international mutual recognition agreement mechanism for the international acceptance of test, calibration, inspection and certification results **(AIDA)** **2.** Promoting the use of accreditation in the health sector	**1.** Elaboration of African standards on traditional medicine **(AIDA)** **2.** Develop outreach material on the crucial role of traditional African Medicine (TAM) in the health of African peoples and the need to conserve the natural environment from which medicinal plants and organisms are obtained **(AIDA)**	**1.** Elaborate standard on medical equipment **(AIDA)**

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 4.2: Strategies for quality education, skills development and services, particularly for women and youth are designed and promoted	**1.** Fast-track implementation of the African Second Decade of Education Action Plan **2.** Fast-track implementation of the Youth Decade Action Plan **3.** Design, promote and implement programs on skills development and employment for youth including the AU-YVC and T-VET programs **4.** Promote Intra-African Student Mobility through Scholarship Schemes **5.** Support Harmonization of Higher Education Programmes and Implement African Quality Assurance Framework to facilitate Recognition of Academic Qualifications across the Continent **6.** Design, Promote and Implement Programmes on Skills Development and Employment for Women **7.** Support the scaling up of the Pan African University **8.** Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**LEAD AUC DEPT:** HRST Co-Lead **AUC DEPT:** Gender DSA, Peace & Security, DIC, Trade & Industry **EXTERNAL PARTNERS:** RECs, EU, GIZ, AfDB, SIDA, UN SYSTEM AND SPECIALIZED AGENCIES, USAID, Ford Foundation, ACBF		**1.** Promote the use of accreditation in University laboratories to improve research results **(AIDA)**	**1.** Implementation of African standards education programme to enable African citizens to be aware of standards and its importance **(AIDA)** **2.** PAQI institutions Advocate for curriculum review to incorporate issues of standards, metrology and accreditation at all levels in Africa **(AIDA)** **3.** PAQI institutions to Organise trainings, seminars and workshops on standards, metrology and accreditation in order to improve the knowledge of youth and women on standards	

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 4.3: Policies and Strategic programs for investments in science, research and innovation are designed and promoted to enhance Africa's Global Competitiveness	**1.** Strengthen and Consolidate Training and Research in STEM (Science, Technology, Engineering and Mathematics) **2.** Enhance teacher development in STEM **3.** Promote Actions to Advance Science Technology and Innovation in Africa **4.** Support the Implementation of the Consolidated Plan of Action for Science &Technology **5.** Support Implementation of the AUC Frameworks for Biodiversity, Bio-safety and Bioethics **6.** Support the establishment of the Pan African University **7.** Establish and implement African Space and Technology Policy, programmes and strategic pan-African institutions and networks **8.** Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**LEAD AUC DEPT:** HRST **CO-LEAD AUC DEPT:** DSA, Trade & Industry, DREA, Communication, Gender, DTI **EXTERNAL PARTNERS:** EU, GIZ, AfDB, SIDA, UN AGENCIES AND SPECIALIZED AGENCIES, ACBF	**1.** Develop traceability for measurements in bio-science **(AIDA)**		**1.** PAQI institutions Advocate for curriculum review to incorporate issues of standards, metrology and accreditation in order to collaborate with institutions of learning, Research Institutes, research laboratories, NGOs and other stakeholders in order Foster development through technological improvement **(AIDA)** • adapting the existing E-learning material in standards, metrology and accreditation and their use in high learning institutions	

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 4.4: Frameworks for Social security and protection of vulnerable groups (children, persons living with disabilities) promoted	**1.** Promote implementation of the Action Plan on the Family in Africa. **2.** Promote implementation of the Revised Call for Accelerated Action on the Plan of Action Towards Africa fit for Children **3.** Promote implementation of the Continental Plan of Action on the African Decade of Persons with Disabilities (2010-2019) **4.** Promote and facilitate the implementation of the African Charter on the Rights and Welfare of the Child(ACRWC) **5.** Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**LEAD AUC DEPT:** DSA **CO-LEAD AUC DEPT:** HRST, Peace & Security, DREA, Gender, DIC **EXTERNAL PARTNERS**				

Key priority
5. Implement strategies of resource mobilization, with special emphasis on alternative source of funding, and/or additional funding to enable Africa to finance its programmes and development

Outcome
Outcome 5: Strategies for resource mobilization, including alternative and additional sources of funding, to enable Africa to finance its programmes and development in place

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 5.1: A financially sustainable and viable Commission attained	**1.** Design and Implement Resource mobilization framework / strategy to ensure sustainable and predictable sources of income	**AU LEAD DEPARTMENT:** SPPMERM	**1.** Develop strategies to make measurement and testing more economically sustainable			
	2. Put in place new modalities of collaboration with traditional donor partners	**AU COOPERATING DEPARTMENTS:** All Departments				
	3. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	**EXTERNAL PARTNERS**				

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 5.2: Alternative sources of funding for Africa to finance its development programs identified and implemented	**1.** Facilitate finalization of the work of the High level Panel on alternative sources of funding **2.** Implement the recommendations of the High Level Panel on Alternative sources of funding **3.** Strategies for enhancing domestic resources for development designed and promoted	**AU LEAD DEPARTMENT:** DEA/BOCP **AU COOPERATING DEPARTMENTS:** All Departments **EXTERNAL PARTNERS:** RECs, M/S	**1.** Source funding from international donors for the development of metrology infrastructure in Africa			

Key priority
6. Strengthen a people centered Union through active communication of the programmes of the African Union, the branding of the Union and participation of Member States and other stakeholders in defining and implementing the African agenda, while respecting cultural and linguistic diversity.

Outcome
Outcome 6: An AUC that communicates with and engages Member States/Stakeholders in defining and implementing the African agenda

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 6.1: Rebranding of the AUC, effective communication and increased visibility achieved	**1.** Put in place and implement a Union-wide Strategy for Communication and outreach in collaboration with Member States and other stakeholders to improve the image of Africa **2.** Design and implement thematic and specific media plans to raise awareness and ensure ownership of the AU vision and missions **3.** Enhance AUC capability to deliver effective communications and output, able to plan, develop, co-ordinate, and implement a continental communications strategy in order to inform and influence audiences across Africa **4.** Build and enhance AUC capability to broadcast, and sustain comprehensive communications plans and associated programs in line with AU objectives	**AU LEAD DEPARTMENT:** DIC **AU COOPERATING DEPARTMENTS:** All Depts **EXTERNAL PARTNERS**	**1.** PAQI institutions Assist the AU Strategy for Communication and outreach by including AU priorities in PAQI communication with national, regional and international stakeholders **while respecting cultural and linguistic diversity**			

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
	5. Support effective communication of AU policy, objectives and missions across the AU member states, and across the international community					
	6. Promote and fully implement Gender Instruments					
	7. Promote a Youth Friendly African Union					
	8. Put in place Measures to preserve and promote use of the Commission's publications, information and archival materials					
	9. Promote through communication the cultural diversity and multilingualism					

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 6.2: Stakeholder involvement in the African Agenda implementation, which reflects cultural and linguistic diversity, equal participation of women, youth and vulnerable groups improved	**1.** Facilitate the Establishment and Operations of Stakeholder Platforms (e.g. AU,=Trade Union Forum; AU-CSO Consultations; Inter-faith Dialogue and Diaspora RCC and International CSO Forum	**AU LEAD DEPARTMENT:** CIDO **AU COOPERATING DEPARTMENTS:** DSA, HRST **EXTERNAL PARTNERS**				
	2. Support Implementation of Legacy Projects(African Diaspora Volunteer Programme; Africa Diaspora Skills Data Base; Africa Diaspora Investment Funds and Marketplace for African Development					
	3. Undertake Mapping and Establishment of Data Base on Diaspora organizations					
	4. Provide support to the operations of ECOSOC					
	5. Promote and strengthen multilingualism within the African Union					
	6. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership					

Key priority
7. Strengthen the institutional capacity of the AUC, the RECs and other Organs, and its relations with strategic and other partners

Outcome
Outcome 7: Institutional capacities of the AUC improved, and relations with RECs, AU Organs and with strategic and other partners strengthened

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 7.1: Institutional capacities of the AUC strengthened	**1.** Put in place measures to improve, on a continuous basis, the performance and operational efficiency of the Commission in terms of finance, human resources and administration, legal, strategic planning, internal audit, conference services, medical, protocol and all services in the Commission, through bench marking and adoption of International Best Practices **2.** Adopt measures to strengthen institutional leadership, general corporate governance and stakeholders management **3.** Popularize the Union through civic education, including integrating AU history and its symbols, flags, anthem, logo, etc. into national curricula **4.** Promote Measures to enable organizational change, innovation and knowledge management	**AU LEAD DEPARTMENT:** BDCP **AU COOPERATING DEPARTMENTS:** All Departments **EXTERNAL PARTNERS**	**1.** PAQI institutions Assist the AU Strategy for Communication and outreach by including AU priorities in PAQI communication with national, regional and international stakeholders while respecting cultural and linguistic diversity			

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
	5. Promote measures to implement and monitor the Gender policy of the AU within the Commission with a view to strengthening the Status of Women					
	6. Develop and implement measures to promote intra and interdepartmental synergies					
	7. Take measures to strengthen Human Capital Development and Management					
	8. Enhance internal communication					
	9. Continue with Capacity building of AUC Departments & Directorates to mainstream gender					
	10. Provide high standard protocol services to regulate AU's interaction with Members States and Stakeholders					

Output	Strategies and actions to pursue	Key factors	AFRIMETS (Metrology)	AFRAC (Accreditation)	ARSO (Standards)	AFSEC (Electrotechnical standards)
Output 7.2: Relationships with AU Organs, RECs and Strategic partners strengthened	**1.** Put in place measures to improve collaboration with AU Organs **2.** Put in place measures to strengthen collaboration and partnership with RECs and Pan African Institutions **3.** Develop and rigorously monitor strategic Partnerships to ensure attainment of the AU Vision and the Third Strategic Plan of the Commission **4.** Empower and strengthen RECs to implement AU lead programmes. Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders information and citizens involvement and ownership	**AU LEAD DEPARTMENT:** BCP **AU COOPERATING DEPARTMENTS:** All Depts (P&S, BCP, DEA, I&T, DIC) **EXTERNAL PARTNERS**	**1.** PAQI institutions to continue to roll out measures to improve collaboration between their members (national, sub-regional) and AU and Set up and implement communication and advocacy campaigns to raise awareness and ensure stakeholders information and citizens involvement and ownership with regards to standards, metrology and accreditation			