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AFRICAN COURT ON HUMAN AND PEOPLES' RIGHTS

STRATEGIC PLAN

2021-2025

“Deepening trust in the African Court by enhancing its efficiency and effectiveness”

Foreword by the President

For any strategic planning process, it is best to start with a strong visualisation of how a better future would look like, and then reverse engineer the different steps that are needed to realise that bold vision. Building on the vision of its Judges, Registry staff and of its many stakeholders, this Strategic Plan has set out the indispensable steps to be taken in order to deepen the public's trust in the African Court on Human and Peoples' Rights.

This greater confidence by African citizens, states and institutions in the African human rights system will be achieved through a set of deliberate mechanisms and actions that build on the core principle on which this Court has been founded: "complementarity".

It is undeniable that our continent is blessed with abundant resources. However, the greatest challenge we face, as a continental community, is the development of optimal ways to harness these resources. While we will continue to reflect and act on new ideas to improve the governance of these resources, we are also acutely aware of the need to improve the rationalisation of our resources, meaning to release untapped resources, better exploit available resources and avoid wastage of scarce resources.

Against this background, we have envisaged a path for the African Court to work more closely with its various stakeholders to build on each other's capacity, to learn from each other's experiences, avoid the duplication of efforts and instead reinforce each other's strengths. After all, the ultimate goal is to collectively improve the human rights landscape in Africa.

This will involve closer engagement with national human rights stakeholders, such as national courts, governments, parliaments, national human rights institutions, NGOs including those operating at the regional and continental level, bar associations, academia and the media. It will also entail closer engagement with African Governance Architecture Platform Members, most notably the African Commission on Human and Peoples' Rights, the African Committee of Experts on the Rights and Welfare of the Child and Regional Economic Community Courts. And we also envisage to enhance our collaboration with international partners such as the United Nations human rights bodies and European and Inter-American human rights courts and institutions.

We anticipate that the concrete and practical forms of engagement outlined in this Strategic Plan will translate the abstract ideas of cooperation and synergy into real shifts of thinking and acting in the daily lives of the Judges and staff of the African Court and of the Court's partners in fulfilling the common goal of protecting human rights. This common commitment is a result of the truism that the responsibility to protect human rights is a burden that is made light when shared by many.

So, in pursuit of this shared objective the African Court will remain open but also actively seek out new ways to strengthen the complementary nature of its human rights protection mandate.

It is expected that in five years' time this will result in an African Court that can present tangible evidence of its increased efficiency and effectiveness, which will in turn have led to greater credibility in the capacity of the AU human rights system to make a positive difference in the lives of African individuals and peoples.

Foreword by the Registrar

It is wise to learn from what lies behind, to better predict what lies ahead. From almost fifteen years in operation the African Court has learnt a great deal about what works and what doesn't work.

We have learnt that in an increasingly digital and inter-connected world, a world where knowledge grows not linearly but exponentially, the African Court stands to gain immensely from exploiting the tools and insights offered by innovations in research and technology. By harnessing the benefits of digitalisation and improved knowledge management, including knowledge production, storage and dissemination, the African Court is expected to reap the benefits of its investments in technological and procedural innovations to increase its efficiency, develop a robust institutional memory and enhance the overall quality of its work.

However, we have also learnt that improved judicial processes have little meaning if they do not adequately cater to the needs of the Court's core constituents, individuals and peoples whose rights have been violated.

To that effect the African Court will over the course of the next five years not only ensure that it has the internal capacity to best serve those in need, but it will also ensure that it creates the optimal conditions for accessibility and high-quality judicial service delivery.

In guaranteeing the necessary institutional capacity, the African Court will build on its tried and tested practices and strategies to foster a conducive work environment for its Judges and staff, founded on the values of respect, integrity and professionalism.

In ensuring accessibility and top-quality service delivery to its stakeholders, the African Court will continue to undertake its operations based on the principles of transparency, ownership and accountability.

Together it is expected that the African Court will, over the course of the next five years, have further developed its organisational culture oriented towards continuous learning and building trust-based relationships with its key constituents, including African citizens, lawyers, government representatives and members of civil society.

EXECUTIVE SUMMARY

“To deny people their human rights is to challenge their very humanity” - Nelson Mandela

1. In 1998, the leaders of the Organisation of African Unity (OAU) came together to acknowledge that the promise of human rights is hollow unless there is a sufficiently robust mechanism to protect the rights of African citizens and peoples’ from any action that may challenge their humanity.
2. In that year, with the adoption of the Protocol to the African Charter on Human and Peoples’ Rights on the Establishment of an African Court on Human and Peoples’ Rights, the OAU set out the blueprint for a continental institution with the responsibility of protecting the rights and freedoms of **students and teachers** (*right to education*), **journalists and academics** (*freedom of expression*), **children, elderly and persons with disabilities** (*rights to extra-protection for the socially vulnerable*), **women** (*freedom from discrimination*), **the poor** (*right to economic and social development*), **the wrongfully accused** (*right to fair trial*), **the sick** (*right to health*), **the persecuted** (*freedom of religion*), **the dispossessed** (*right to property*), **the unemployed** (*right to work*), **the disenfranchised** (*right to political participation*), **the tortured and enslaved** (*right to dignity*) or even **those killed extrajudicially** (*right to life*).
3. In 2006, the mission of those leaders was partially accomplished with the operationalisation of the African Court on Human and Peoples’ Rights (hereinafter referred to as the “African Court”). Their vision of ensuring protection of the rights all African citizens, particularly the most vulnerable members of our communities, continues to be realised.
4. In trying to achieve that vision, over the past 15 years, African leaders and citizens have invested considerable resources in the operationalisation of the African Court, with the ultimate goal of allowing it to successfully fulfil its role as the continental court which protects the inalienable and indivisible human and peoples’ rights of Africans.
5. These “African solutions to African problems” are not reached in a vacuum. Rather, they result from various forms of collaboration with numerous actors that share this purpose of continuously improving the continental human rights landscape. It is for this reason that the African Court adopted this Strategic Plan to guide its own development over the next five years and to lay out the core values based on which it seeks to improve its functioning, increase its impact and strengthen its relationships with individuals and institutions that share the Court’s purpose of ensuring respect for human rights on the African continent.
6. This Strategic Plan was developed with the input from eighty-three (83) African Court personnel (including Judges and Registry staff) and over two hundred and seventy-five (275) persons from various categories of the African Court’s stakeholders. These originated from all six (6) African Union regions (Central, East, West, North, South and from the Diaspora), representing national courts, governments, parliaments, national human

rights institutions, academia, bar associations, civil society organisations, the media, African Regional Economic Communities and Courts, African Governance Architecture (AGA) Platform members and other international organisations.

7. The Strategic Plan embodies the same values that guided its development, which are:
 - i. **Impact oriented** – the plan charts exactly how it intends to achieve impact on the African human rights landscape and explains the rationale behind each strategic action.
 - ii. **User-perspective** – the plan allows each stakeholder of the African Court to identify meaningful ways to engage with the African Court and contribute to their joint mission of protecting human rights in Africa.
 - iii. **Holistic approach** – the plan maps all aspects of the African Court’s functioning that may influence its ability to deliver on its mandate.
 - iv. **Accountability** – the plan emphasises various mechanisms to ensure that the African Court makes progress in executing the plan and continuously learns from its previous experiences.
8. To deliver on its mandate and to build trust-based relationships with human rights stakeholders, the Court identified three mutually re-enforcing strategic outcomes. Their realisation will underpin all the Court’s efforts for the next five (5) years. These are: (1) improved judicial processes; (2) enhanced outreach and cooperation; and (3) strengthened institutional capacity.
9. These goals were developed based on an evaluation of the Court’s performance during the implementation of its previous Strategic Plan (2016-2020).
10. Over the past five (5) years, the Court has recorded a five-fold increase in Applications from a total of fifty-nine (59) Applications at the beginning of 2016 to three hundred (300) Applications at the end of 2020. And while the Court had finalised twenty-three (23) Applications in early 2016, it had finalised, one hundred and nine (109) Applications by December 2020, also almost a five-fold increase. With regard to Advisory Opinions, by the end of 2015, the Court had received ten (10) requests and had finalised seven (7) of them, whereas from 2016 to 2020, it received three (3) more requests and finalised six (6) of the pending requests.
11. This increase in the delivery of judgments has greatly enriched the *corpus* of African human rights law. By taking local African circumstances into account when interpreting and applying the African Charter on Human and Peoples’ Rights and other international human rights treaties, the Court has made the African human rights regime increasingly more relevant to African citizens.
12. Over the last few years the Court’s jurisprudence has dealt with a range of important socio-economic and political issues, including the protection of the freedom of expression of journalists, child marriage, indigenous peoples’ right to economic, social and cultural development, and the democratic participation rights of voters and political candidates. In those cases, the Court did not shy away from its responsibility to address human rights

violations, including by ordering the payment of fair compensation to human rights victims or ordering states, in the context of structural human rights violations, to change their laws and adopt appropriate policies.

13. To continue to create a positive impact on the lives of African citizens through its judicial processes, the Court has prioritised the following five steps: increase the efficiency of its judicial procedures by at least 60% (output 1.1); further improve the quality of its judicial decisions (output 1.2); improve access to its procedures (output 1.3); expand the use of its amicable settlement procedure by at least 10% (output 1.4); and attain at least 30% compliance with its decisions (output 1.5).
14. For all its gains over the past five years, the African Court's ultimate weakness undermining its mission to protect the human rights and freedoms of all African people remains its limited accessibility to human rights victims. While only 56% of AU Member States (31 countries) accept the African Court's jurisdiction, a mere 11% of AU member states (6 countries) allow individuals and civil society organisations to bring their claims to the Court about the human rights violations they encountered. Four (4) states even withdrew this opportunity for individuals and NGOs.
15. Furthermore, in 2020, the level of full compliance with the Court's judgments stood at a meagre 7%. In 18% of the Applications, the Court noted partial compliance with the Court's judgments and in 75% of the Applications there was no compliance with its judgments at all. The Court notes, however, that one of the challenges in this regard is the non-reporting by Respondent States of the measures taken to implement its judgments. Such systemic non-compliance and partial compliance with the African Court's judgments erodes the confidence by African citizens in the commitments and human rights credentials of the State Parties to the Protocol. It also undermines the credibility in the effectiveness and added value of the African Court to the human rights system.
16. To address these issues the African Court will heavily invest in creating greater awareness about its role in the protection of human rights in Africa (output 2.1); and improve levels of cooperation with its stakeholders to foster greater synergies in this domain (output 2.2). Here, the Court will build on such mechanisms like the biennial African Judicial Dialogues, the proposed African Judicial Network, its regular sensitisation missions to African states, (social) media engagement, the AGA Platform and the International Human Rights Forum with the European and Inter-American Human Rights Courts.
17. In order to achieve these two strategic outcomes, it is of utmost importance that the African Court possesses adequate human, technical and financial resources. This strategic goal of strengthening the African Court's institutional capacity will be accomplished by ensuring the achievement of the following results: developed human resources of Court personnel to enable them to fulfil their potential (output 3.1); the optimised use of digital resources in the Court's procedures to harness the opportunities offered by new technologies (output 3.2); improved knowledge management to foster efficiency and learning (output 3.3); improved material resources to provide optimal working conditions for all Court personnel (output 3.4); and increased financial resources by at least 50% to ensure that the African Court can conduct its work effectively, independently and sustainably (output 3.5).
18. Different steps are foreseen to monitor and evaluate the implementation of the strategic plan and to build on the various lessons learnt. Institutionally, an oversight committee will

be established, chaired by the Bureau and composed of select Registry staff. This committee will be responsible for monitoring the overall execution of the plan and to ensure that the annual work plans are developed in line with the strategic objectives for 2021-2025. The annual activities will be recorded in specifically designated evaluation and learning reports. These reports will make use of the key performance indicators identified in this plan and they will be reviewed in respective judicial committee meetings. An internal review meeting will be organised annually among Judges and Registry staff, with input from external stakeholder, as necessary. And an external mid-term review meeting together with the Court's main stakeholders will be organised in 2023 as well as an end-term review meeting in 2025 to assess the overall impact of the African Court's Strategic Plan 2021-2025.

STRATEGIC PLAN 2021-2025 – DEEPENING TRUST IN THE AFRICAN COURT

OUTCOME	1. IMPROVED JUDICIAL PROCESSES	2. ENHANCED OUTREACH AND COOPERATION	3. STRENGTHENED INSTITUTIONAL CAPACITY
OUTPUT Strategic Actions	<i>INCREASED EFFICIENCY OF JUDICIAL PROCEDURES BY AT LEAST 60%</i> <ul style="list-style-type: none"> Case Management Standard Operating Procedures are implemented and reviewed annually Relevant policies impacting case management are adopted and implemented Increased efficiency of individual Staff / Judges 	<i>CREATED GREATER AWARENESS ABOUT THE AFRICAN COURT AND ITS ROLE IN THE PROTECTION OF HUMAN RIGHTS IN AFRICA</i> <ul style="list-style-type: none"> Relevant policies and manuals on the Court's outreach activities are adopted and implemented Relevant information for the Court's outreach activities are developed and made available 	<i>DEVELOPED HUMAN RESOURCES</i> <ul style="list-style-type: none"> Human resources development strategy adopted, implemented and reviewed annually
OUTPUT Strategic Actions	<i>IMPROVED QUALITY OF JUDICIAL DECISIONS</i> <ul style="list-style-type: none"> Relevant policies on developing high quality decisions are adopted, reviewed and implemented 		<i>OPTIMISED THE USE OF DIGITAL RESOURCES</i> <ul style="list-style-type: none"> Information Technology (IT) strategy is implemented and reviewed annually
OUTPUT Strategic Actions	<i>IMPROVED ACCESS TO THE COURT'S PROCEDURES</i> <ul style="list-style-type: none"> Judicial service delivery policy is reviewed, adopted and implemented Relevant information about the Court's procedures is provided to (possible) litigants Legal aid policy is reviewed, adopted and implemented 	<i>INCREASED COOPERATION WITH STAKEHOLDERS OF THE AFRICAN COURT</i> <ul style="list-style-type: none"> Enhanced cooperation with national human rights stakeholders Enhanced cooperation with national and regional judiciaries Enhanced cooperation with the African Commission and ACERWC Enhanced cooperation with AGA Platform Members Enhanced cooperation with AU Policy Organs Enhanced cooperation with IACtHR and the ECtHR Enhanced cooperation with other international organisations 	<i>ENHANCED KNOWLEDGE MANAGEMENT</i> <ul style="list-style-type: none"> Knowledge management strategy is adopted, implemented and reviewed annually
OUTPUT Strategic Actions	<i>EXPANDED USE OF THE AMICABLE SETTLEMENT PROCEDURE BY AT LEAST 10%</i> <ul style="list-style-type: none"> Amicable Settlement manual and Standard Operating Procedures (SOPs) are adopted, implemented and reviewed annually Relevant information on the amicable settlement procedure is provided to (possible) litigants Trainings on amicable settlement are organised 		<i>IMPROVED MATERIAL RESOURCES</i> <ul style="list-style-type: none"> Infrastructure development strategy is adopted and implemented Procurement, travel and stores activities are conducted in accordance to the AU rules and regulations
OUTPUT Strategic Actions	<i>ATTAINED AT LEAST 30% COMPLIANCE WITH THE COURT'S DECISIONS</i> <ul style="list-style-type: none"> Operationalisation of a compliance monitoring unit Manual on monitoring of implementation of the Court's decisions is adopted and reviewed periodically Creation of an online database of the implementation of the Court's decisions and an implementation reporting template 		<i>INCREASED FINANCIAL RESOURCES BY AT LEAST 50%</i> <ul style="list-style-type: none"> Enhanced sound financial management Resource mobilisation strategy is adopted and implemented Internal audit strategy is reviewed, adopted and implemented

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1 INTRODUCTION

1.1 Context

1. Over the past ten years, four Nobel Peace Prizes were awarded to African citizens for their contribution to promoting and protecting women's rights, for building pluralistic democracies and for their efforts to resolve conflicts peacefully through international cooperation. The African Commission on Human and Peoples' Rights (African Commission) has also consistently noted positive human rights developments on the continent including improvements in the realisation of the right to education, greater representation of women in positions of political power, the establishment of national dialogues and civilian-led transitional governments to restore peace and increasing commitments by African Union (AU) member states to African human rights instruments.¹ Similarly, the African Peer Review Mechanism (APRM) noted that various constitutional reforms relating to democratisation initiatives have led to significant political liberalisation and pluralism in African countries.²
2. Nonetheless, the continent still faces various challenges, including undue restrictions on freedom of expression and assembly, manipulation of governmental accountability mechanisms, increases in the number of internally-displaced persons, reprisals against human rights defenders and inadequate diversity management across gender, age, ethnic, tribal and religious identities resulting frequently in violence and social injustice.³
3. Since its establishment, the African Court on Human and Peoples' Rights (hereinafter referred to as the "African Court") has played a significant part in addressing some of these major outstanding challenges through its judgments on freedom of expression, its case law on women and children's rights, its decisions on indigenous peoples' rights, and its jurisprudence on democratic participation rights.
4. However, the African Court does not fulfil its mission of protecting human rights in a vacuum. It does so in collaboration with numerous other actors that share its purpose of defending and improving the continental human rights landscape. This is because the multi-faceted human rights problems in Africa require holistic solutions from a joint effort of many actors.
5. Considering the magnitude of the challenge of developing comprehensive solutions to the pressing human rights issues faced by the continent, it is undeniable that a strategic approach is needed. It is through such strategic thinking that a blueprint can be developed to ensure that the African Court can effectively fulfil its role as the continental court for the protection of the inalienable human rights of African citizens.

¹ "The Human Rights Situation on the Continent: Positive Developments" described in the 40th-47th Activity Reports of the African Commission on Human and Peoples' Rights covering the period from December 2015 to November 2019.

² *The Africa Governance Report: Promoting African Union Shared Values* prepared by the African Peer Review Mechanism (APRM) in collaboration with the African Governance Architecture (AGA) (January 2019).

³ "The Human Rights Situation on the Continent: Areas of Concern" described in the 40th-47th Activity Reports of the African Commission on Human and Peoples' Rights covering the period from December 2015 to November 2019.

6. Accordingly, this Strategic Plan outlines how the African Court intends to fulfil its mandate, in the next five years, by improving its judicial processes to resolve human rights disputes more effectively and to develop a common reference point for the harmonisation of African human rights law. This Strategic Plan also identifies the various forms of collaboration that the African Court will pursue to strengthen its partnerships with individuals and institutions that share the Court's mission of protection of human rights on the African continent and to create greater awareness about the Court's mandate and accomplishments among those actors. Furthermore, this Plan details how the African Court will strengthen its institutional capacity, including its human, technical and financial resources, to effectively pursue the justice agenda of the AU under the philosophy of "African solutions to African problems".

1.2 Purpose and Structure

7. Since its origins as the Organisation of African Unity (OAU) in 1963, the founding fathers of the continental organisation affirmed that "freedom, equality, justice and dignity are essential objectives for the achievement of the legitimate aspirations of the African peoples".⁴ Half a century later, in 2013, that aspiration was reformulated in the AU's Agenda 2063 into an ambition to guide the continent for another fifty years to achieve an "Africa of good governance, democracy, respect for human rights, justice and the rule of law."⁵
8. To transform that aspiration into a reality, the leaders of the continent have developed a number of key continental policies such as "Silencing the Guns" and the "African Continental Free Trade Area" to build a continent that is peaceful, prosperous and guided by the ideals of greater solidarity and unity among the peoples of Africa.
9. In addition to these policies, African states have also committed to the United Nations Sustainable Development Goals to achieve a better and more sustainable future for all, most notably by "promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels".⁶
10. This Strategic Plan builds on the insights drawn from the implementation of these different policies and aims to contribute to the realisation of the goals captured in those strategies.
11. The African Court's Strategic Plan was also developed in consideration of the ongoing AU institutional reform process with which it shares the underlying principles of continental prioritisation, institutional realignment, connecting with Africans, operational effectiveness and efficiency, and sustainable financing.
12. Considering the importance of developing a thorough understanding of the context in which the African Court functions, Section 2 of this Plan first describes the African Human Rights System.
13. In delivering on its mandate the African Court is keenly aware of the need to develop synergies with different human rights' stakeholders. To understand the scope of those

⁴ Preamble of the OAU Charter.

⁵ Aspiration 3 of Agenda 2063.

⁶ UN Sustainable Development Goal 16.

potential synergies it is important to map out the various issue areas, stakeholders and procedures where those forms of collaboration can thrive.

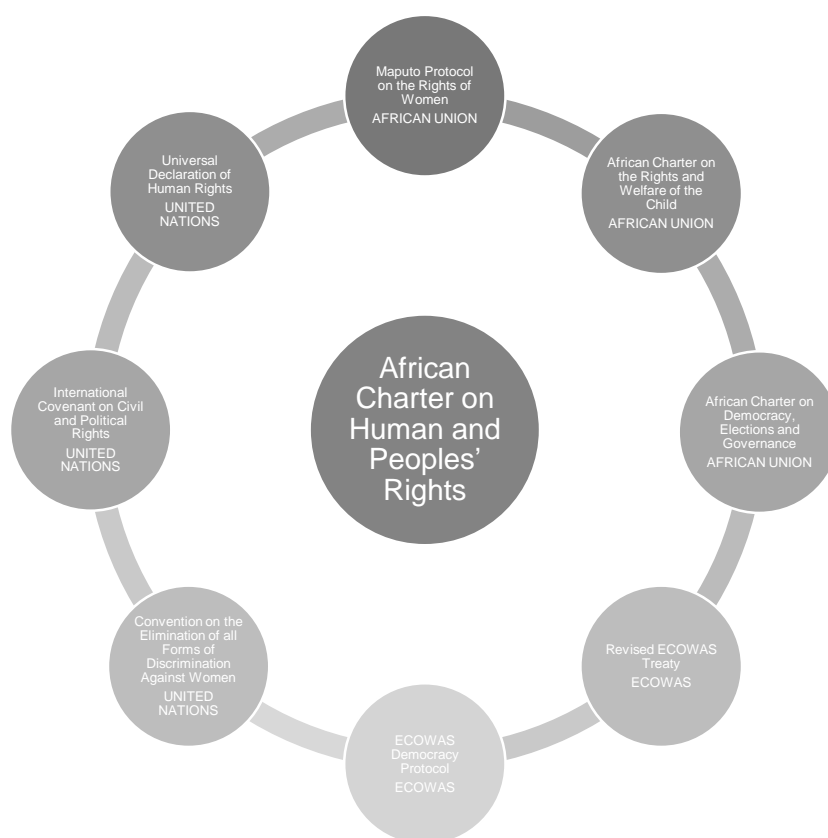
14. In Section 3, a strategic analysis of the African Court's past performance is undertaken, but with a specific focus on the Court's achievements in realising the goals of its previous strategic plan (2016-2020) and the various lessons learnt. This section highlights the progress made by the African Court and demonstrates the key challenges that still lie ahead.
15. Section 4 presents the foundations of the strategic plan and outlines the three main strategic outcomes, outputs and strategic actions to be pursued.
16. Section 5 lays out the implementation arrangements, oversight mechanisms and the enabling conditions determining the successful implementation of the strategic plan.
17. Taken together, the main underlying aspiration of this Strategic Plan is that its implementation will result in the deepening of trust in the African Court by enhancing its efficiency and effectiveness and ensuring greater public confidence in the African human rights protection system.

2 AFRICAN HUMAN RIGHTS SYSTEM

2.1 Key Human Rights Instruments

18. The African Court's mission is to enhance the protective mandate of the African Commission by strengthening the human rights protection system in Africa and ensuring respect for and compliance with the African Charter on Human and Peoples' Rights, as well as other international human rights instruments, through judicial decisions. The types of disputes that the Court resolves, relates to the interpretation and application of human rights instruments ratified by States Parties (See *Figure 1: Examples of treaties interpreted by the African Court*). These disputes concern, for example, the rights and freedoms of students and teachers (right to education), journalists and academics (freedom of expression), children, elderly and persons with disabilities (rights to extra-protection for the socially vulnerable), women (freedom from discrimination), the poor (right to economic and social development), the wrongfully accused (right to fair trial), the sick (right to health), the persecuted (freedom of religion), the dispossessed (right to property), the unemployed (right to work), the disenfranchised (right to political participation), the tortured and enslaved (right to dignity) or even the murdered (right to life).

FIGURE 1: EXAMPLES OF TREATIES THAT HAVE BEEN INTERPRETED BY THE AFRICAN COURT



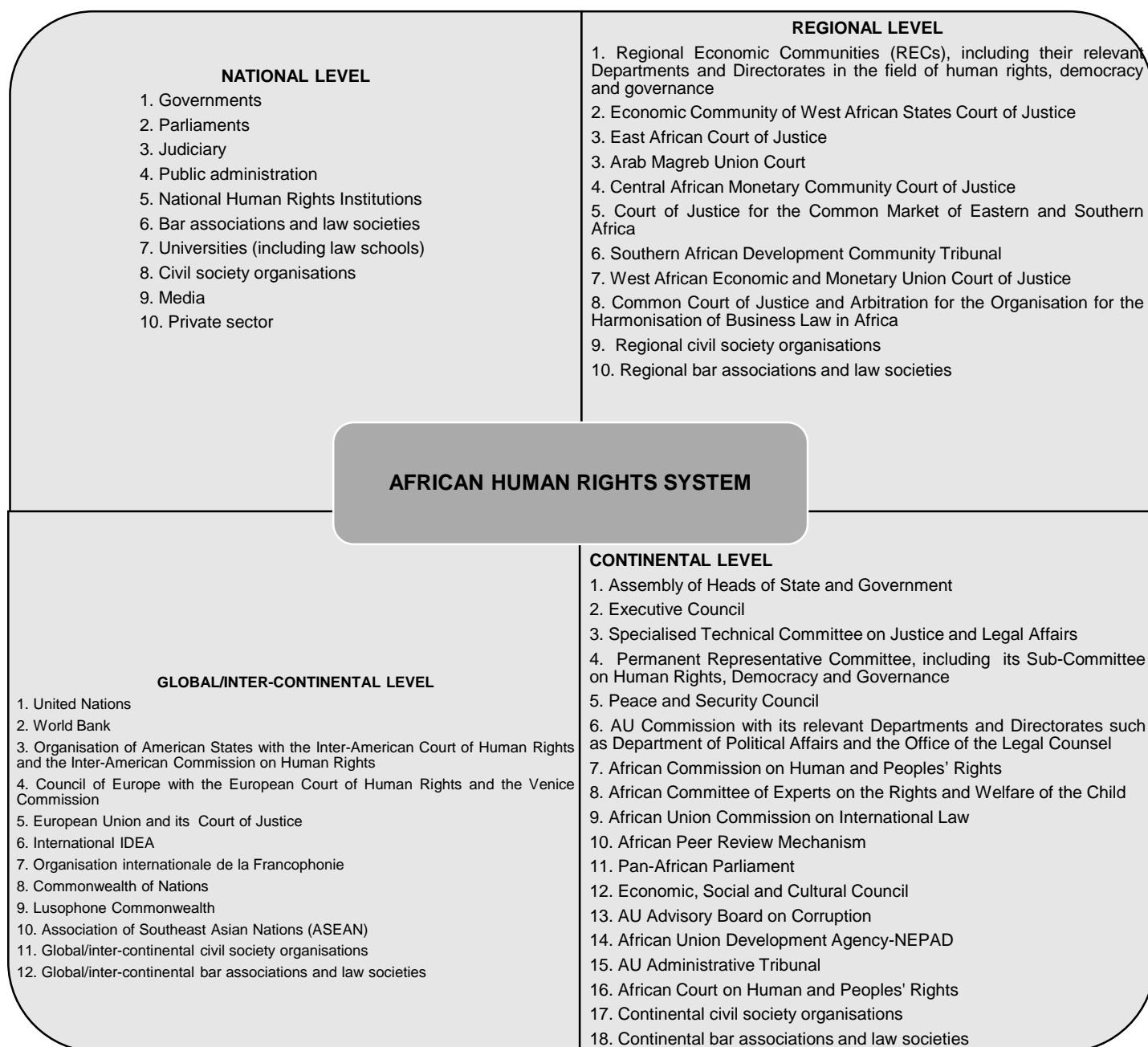
19. Beyond this broad catalogue of human rights treaties, the African Court also regularly engages with the case law of other international courts. The African Court frequently cites the jurisprudence of African regional courts such as the East African Court of Justice and the ECOWAS Court of Justice, and other international courts, such as the International Court of Justice, the European Court of Human Rights and the Inter-American Court of Human Rights.
20. Furthermore, the African Court often draws inspiration from the case law and the soft law instruments developed by the African Commission, the African Committee of Experts on the Rights and Welfare of the Child (ACERWC) and the AU Commission on International Law. The African Court does the same for UN bodies, such as the UN Human Rights Committee, UN Committee on the Elimination of Discrimination against Women, United Nations Committee against Torture, and even the International Law Commission.
21. These various types of engagements demonstrate how the African Court is continuously enriching the texture of African human rights law and thereby making it more and more relevant to all African citizens.

2.2 Key Human Rights Institutions

22. Below is a mapping of the key human rights institutions that are stakeholders in the successful realisation of the Court's mandate to effectively protect human rights in

Africa. These actors are categorised into four different levels: the national level, the regional level, the continental level and the global/inter-continental level. See *Figure 2 Mapping the African Human Rights System*.

FIGURE 2: MAPPING THE AFRICAN HUMAN RIGHTS SYSTEM



2.3 Key Human Rights Procedures

23. The African Court fulfils its mandate in two main ways. Firstly, it resolves disputes relating to human rights violations (contentious proceedings). Secondly, it provides guidance on legal questions through its advisory opinions (advisory proceedings).
24. In both types of proceedings, the African Court is dependent on the cooperation with the various human rights stakeholders outlined above.

2.3.1 Contentious Proceedings

25. In this procedure, the African Court receives applications from parties alleging a human rights violation, the Court then processes these applications, determines them and transmits its decisions to the parties for implementation. To develop a better understanding of these procedures and the various relationships with the African Court's stakeholders see Figure 3 where the African Court's judicial cycle is elaborated.

2.3.2 Advisory Proceedings

26. Besides contentious proceedings, the African Court has another equally important judicial function.
27. Article 4 of the Protocol provides that any Member State of the AU, the AU itself, any of its organs or any African organisation recognised by the AU may request the Court to provide an opinion on any legal matter relating to the Charter on any other relevant human rights instrument.
28. This means that any of the following entities may request the African Court to give an interpretation of any legal question relating to human rights:
 - i. The Fifty-five (55) AU Member States
 - ii. Various RECs
 - iii. Any African NGOs that has Observer Status before the AU or that has a Memorandum of Understanding with the AU
 - iv. Any of the African Governance Architecture (AGA) Platform members, including the APRM, AU Commission, African Commission, ACERW, PAP, AUCIL, ECOSOCC, the Peace and Security Council, the AU Advisory Board on Corruption or the AU Development Agency-NEPAD (AUDA-NEPAD).

FIGURE 3: AFRICAN COURT JUDICIAL CYCLE



3 ACHIEVEMENTS AND LESSONS LEARNT: 2016-2020

3.1 Achievements

29. The African Court has been operating since 2006. Since then it has developed two successive strategic plans for the periods: 2012-2015 and 2016-2020.
30. The Court's strategic plan for 2016-2020 described the vision, mission and core values of the Court, and set out the key strategic outcomes to be attained over that period. The plan identified (4) four priority areas of focus namely: Enhancement of Judicial Procedure; Outreach and Cooperation; Development of Institutional Capacity and Sustainable Financing.
31. The African Court's **key achievements** vis-a-vis the strategic plan 2016-2020 are as follows:

Enhancement of Judicial Procedure

- i. The Court finalised seventy-six (76) Applications over the past 5 years, which represents 70% of the one hundred and nine (109) Applications finalised by the Court in its fourteen (14) years of existence.
- ii. The Court revised its Rules of Court to enhance its effectiveness by, among other things, facilitating access to the Court, improving the management of cases as well as ensuring better implementation of the decisions of the Court.
- iii. The Court operationalized the Legal Aid Unit to streamline the functions on legal aid
- iv. The Court conducted three (3) trainings of ninety-three (93) Counsel on its roster, who are from twenty-three (23) African Union Member States and five (5) AU regions about the procedure and practice of the African Court. This led to the improvement of pleadings and of *pro bono* services delivered and led to more applications filed before the Court.
- v. The Code of Conduct for Counsel on the Roster was adopted and published.
- vi. Judges and staff undertook benchmarking visits to Algeria, Namibia, Turkey and Singapore to learn more about their judiciaries' Electronic Case Management Systems.
- vii. The Electronic Case Management, Information and Documentation system was upgraded, and the subsequent training of staff was undertaken.
- viii. Digitisation of judicial archives (case files) was initiated and it is approximately 52% complete.
- ix. Judges and staff undertook bench marking visits to the East African Court of Justice, the ECOWAS Court of Justice, European Court of Human Rights, Inter American Court of Human Rights, , the International Court of Justice and the International Criminal Court to develop comparative insights on the procedure and practice of other international courts. This informed the improvement of the African Court's own procedure and practice.
- x. Internal reparations guidelines for the African Court's reference, a reparations' fact sheet for potential litigants' and parties' reference were adopted in 2019 and a comparative study on reparations under international law was published in 2020.
- xi. The Court developed a framework on the monitoring of the implementation of the Court's decisions which was submitted to the AU's Specialised Technical Committee on Justice and Legal Affairs for consideration.

Outreach and Cooperation

- i. The Court conducted sensitisation activities in fifteen (15) States on a national, regional and continental level which led to additional ratifications of the Protocol, additional Article 34(6) Declarations being deposited and additional commitments by State Parties to the Protocol to deposit the Article 34(6) Declaration. They also created greater awareness about the work of the Court among its key stakeholders.
- ii. The Court adopted a Communications Strategy in 2018.
- iii. The Annual Joint Meetings between the African Commission and the Court have been taking place, and the representatives of the secretariats of the three organs have met continually during the African Governance Architecture's (AGA) statutory meetings. The tri-partite meetings between African Court, African Commission and ACERWC created a pertinent forum to discuss the effects of the AU reform on the three organs, jointly advocate for the operationalisation of the AU Legal Aid Fund and put into greater effect the complementarity between the three AU human rights bodies.

Development of Institutional Capacity

- i. Adoption of an Information Technology (IT) Strategy in 2018.
- ii. A new Learning and Development policy was adopted.
- iii. Court room technology was installed, library software updated, and administrative and financial resource planning systems (SAP and IPSAS) were deployed in the Court system and users trained.
- iv. The Court's staff complement stands at 79% of the approved structure
- v. Budget execution rate was at an average of 88.6%.

Sustainable Financing

- i. The Member States undertook to fully fund (100%) the Court and thus the Court's proposal for the establishment of a trust fund was shelved at the Court's request.
32. However, the following **planned achievements remain outstanding**:
- i. Adoption of a manual on procedures before the Court to ensure that litigators appearing before the Court have a thorough understanding about its procedures and practices, so that they can maximise their use of and adequately represent the needs of their clients.
 - ii. The development of a framework delineating the roles between the African Court, the African Commission and the ACERWC to optimise their effectiveness in the execution of their complementary mandates.
 - iii. Organisation of staff exchange programs between the African Commission and the African Court to foster a greater understanding of their procedures and practices and improve working relations between the African Commission's Secretariat and the African Court's Registry.
 - iv. Holding Continental, Regional and National capacity development seminars for stakeholders on interpretation and application of AU shared values' instruments.
 - v. Development of a network of information gathering and dissemination in Central, East, North, Southern and West Africa.
 - vi. Continental seminars for parliamentarians to ensure greater awareness among political leadership and political parties about the added value of the African Court in their

- joint mission of ensuring the greatest respect for the human rights of all their constituencies.
- vii. Approval of the Court's final architectural plans to ensure the expedient building of the Court's permanent premises in its host country, Tanzania.
 - viii. Development of a resource mobilisation strategy to ensure additional and sustainable funding to address the Court's capacity challenges.
 - ix. Operationalisation of the AU Legal Aid Fund.
 - x. Contribution of additional funds for the AU Legal Aid Fund from partners and stakeholders as a result of the non-operationalisation of the AU Legal Aid Fund to ensure timely and adequate provision of legal aid to indigent human rights victims.
33. The **main challenges** faced by the Court in the process of implementing the Strategic Plan (2016-2020) include: insufficient sustainable funding, a limited staff structure, limited state cooperation, systemic lack of compliance with the Court's decisions and lack of a Monitoring and Evaluation Framework to track implementation progress based on results and impact on the ground.

3.2 Evaluation of the implementation of the African Court's Strategic Plan (2016-2020)

34. Notwithstanding the achievements mentioned above, a review of the implementation of the African Court's Strategic Plan (2016-2020) conducted in 2018 by the African Union Commission revealed that one of the main shortfalls of the Strategic Plan was that it focused on activities and achieving outputs results such as: seminars, conferences, studies, trainings to mention but a few, rather than focusing on outcome results.
35. The review also noted that the lack of a clear Monitoring, Evaluation and Learning Framework to track the progress of implementation led to inadequate attention to details and often to the promotion of duplication of efforts.
36. This external mid-term review was later complemented by the following reviews and reflection exercises organised by the African Court.
37. In February 2020, the Registry together with the President of the Court held a retreat to review the implementation of the 2016-2020 Strategic Plan and to consider proposals on the direction and development of the next strategic plan.
38. Between May and July 2020, the Court conducted a survey among its stakeholders to collect their feedback on the Court's achievements and their input on the development of the Court's next Strategic Plan. The survey addressed the Court's visibility and collaboration mechanisms with stakeholders, challenges experienced, areas of focus and prioritisation as well as opportunities presented to effectively discharge its mandate. Over one hundred and sixty (160) stakeholders provided feedback. Geographically, the responses originated from all six regions of the African Union: Central, East, North, South and West and from the Diaspora. Institutionally, the survey was also evenly distributed with submissions coming from national courts, governments, academia, RECs courts, bar associations, African international organisations, national human rights institutions, the media, international organisations and civil society organisations.

39. In August 2020, the African Court also held a virtual Technical Workshop on the draft outline of the proposed strategic plan (2021-2025). The participants of the workshop included the President of the Court, members of the Registry, representatives of the African Union Commission, particularly from the Strategic Planning Department (SPP-MERM), Office of Legal Counsel and Department of Political Affairs, as well as representatives of the African Union Organs and Regional Economic Communities that make up the African Governance Architecture (AGA) Platform.
40. In October 2020, the African Court organised an Internal Validation Workshop of the Draft Strategic Plan by the Court's Registry.
41. In the course of two meetings held in February and March 2021, the draft Strategic Plan was endorsed by Judges.
42. In March 2021, the Court organised a virtual External Validation workshop that brought together one hundred and fifty (150) participants including the President and Vice President of the Court, current and former Judges of the Court, staff of the Court's Registry, Member States represented by their Attorney General's office, Commissioners and Experts of the African Union human rights organs, representatives of Bar Associations (the East Africa Law Society, International Law Society, Pan African Lawyers' Union, SADC Lawyers Association), Civil Society Organisations, African Governance Architecture (AGA) platform members, Regional Economic Communities Liaison Officers (COMESA, SADC, EAC, ECOWAS), representatives of the COMESA Court of Justice, ECOWAS Court of Justice and the European Court of Human Rights, current and former presidents of Constitutional Courts, Commonwealth Magistrates and Judges Network, Counsels on the Court roster, representatives of academia and the media.
43. The results of these reflection exercises to evaluate the African Court's past performance have been synthesised through a SWOT analysis that captured the Court's strengths and opportunities that should be fully exploited, the weaknesses that need to be addressed, as well as, the threats that must be mitigated and avoided. See Figure 4 African Court SWOT Analysis.

FIGURE 4: AFRICAN COURT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p><i>Judicial Processes</i></p> <ul style="list-style-type: none"> • The novel and expanding jurisprudence of the African Court • Consolidation of the Court's jurisprudence on certain rights • Consolidation of the Court's practice in its case management procedures and adoption of decisions • 230% increase in finalisation of applications over the last five years • Broad human rights protection mandate • Clear legal framework provided for the Court's operations and independence • Deserving Applicants benefit from legal aid scheme <p><i>Outreach and Cooperation</i></p> <ul style="list-style-type: none"> • Commitment of the AU policy organs to the development of the Court • Increased ratification of the Protocol and deposit of the Article 34(6) Declaration • Commitment by some Member States to ratify the Court's Protocol and deposit the Article 34(6) Declaration • Increased cooperation with CSOs and NGOs in provision of legal aid • MoUs signed with the European Court of Human Rights, the Inter-American Court of Human Rights, ECOWAS Court of Justice, East African Court of Justice • Successfully conducted sensitisation activities in forty-four (44) countries. • Cooperation with national judiciaries through the biennial African Union Judicial Dialogue. • The adoption of the African Court's Communication Strategy 	<p><i>Judicial Processes</i></p> <ul style="list-style-type: none"> • Average time for finalising an Application is thirty-six (36) months • The lack of a searchable online case law database • E-case management system is not fully utilised • Only 40% of Judgments are translated into all AU working languages • Limited use of Amicable Settlement procedure (amicable settlements have only been proposed in 3% of Applications and 0% of Applicants have been resolved amicably) • Increasing backlog of cases • Systemic non-reporting of measures taken to implement the Court's decisions • Systemic non- or limited compliance with decisions of the Court (only 7% full compliance, 18% partial compliance and 75% non-compliance with the Courts judgments; and 10 % compliance with the Court's rulings on provisional measures) <p><i>Outreach and Cooperation</i></p> <ul style="list-style-type: none"> • Only 56% of AU Member States have ratified the Court's Protocol and since 2016 only one (1) state has ratified the Protocol • Only 11% of AU Member States have accepted the Court's competence to receive applications filed directly by individuals and NGOs and since 2016 only three (3) countries deposited additional declarations and four (4) states even withdrew their declaration • Complementarity between the African Court, African Commission and ACERWC is not sufficiently operationalised • Inadequate capacity in the Court's Communication Unit • Low capacity in the development and use of digital communication • Limited interaction between national courts and international courts

STRENGTHS	WEAKNESSES
<p><i>Institutional Capacity</i></p> <ul style="list-style-type: none"> • Highly independent, qualified and dedicated Judges, with high integrity and morality • Competent Registry staff • Functional and equipped Registry • Installed court room technology • Availability of an information technology strategy 	<ul style="list-style-type: none"> • Limited cooperation between international courts • Limited results-based engagement between the African Court and AGA Platform Members • Limited results-based engagement between the African Court and national stakeholders <p><i>Institutional Capacity</i></p> <ul style="list-style-type: none"> • Shortage of staff • Judges not engaged full-time on the Court's judicial business • Activity based approach and limited results/outcome-based culture • Lack of robust monitoring and evaluation program • Inadequate planning • Inadequate internal communication • Inadequate Information and Technology (IT) infrastructure • Lack of a knowledge management strategy and centralised knowledge management architecture • Largely manual-based processes • Temporary and inadequate office space • Limited knowledge by staff of other AU working languages

OPPORTUNITIES	THREATS
<p><i>Judicial Processes</i></p> <ul style="list-style-type: none"> • Revised Rules of African Court (2020) • Updating the internal judicial procedure and the Court's Practice Directions • Development of additional internal guidelines to improve working methods and increase efficiency in finalising Applications • Adoption by AU Policy Organs of the Framework for Monitoring and Implementation of the Decisions of the Court • Operationalisation of AU Legal Aid Fund • Possible amendment of Court Protocol to include the African Committee of Experts 	<p><i>Judicial Processes</i></p> <ul style="list-style-type: none"> • Possible overlaps and conflict of jurisprudence between the African Court and regional courts • Non-implementation of the decisions of the African Court • Non-operationalisation of the AU Legal Aid fund • Withdrawals of Article 34(6) Declarations • Non-adoption of the Framework for Monitoring and Implementation of the Decisions of the Court

OPPORTUNITIES	THREATS
<p>on the Rights and Welfare of the Child as one of the entities that can file cases directly</p> <p><i>Outreach and Cooperation</i></p> <ul style="list-style-type: none"> • Increased human rights awareness across the continent • Increase in availability and use of digital communication • Existence of many dynamic human rights organisations on the continent • Use of judicial diplomacy to improve the relationship between the African Court and Member States • Potential for further (re)engagements through sensitisation missions. • Inter-institutional agreements with national human rights stakeholders of the African Court, including universities, research institutions, CSOs and NHRIs • Potential for greater cooperation with regional courts and national courts through proposed African Judicial Network • Potential for a value-added relationship between the African Court, African Commission and ACERWC • Potential for more synergetic cooperation with AGA Platform members • Potential for greater cooperation with IACtHR and ECtHR through International Human Rights Forum • Potential for more cooperation with other international organisations (including UN agencies and other regional organisations) • More open and democratic societies on the continent tolerant of human rights issues • Experience and availability of resources for conducting pan-continental virtual meetings due to COVID-19 	<ul style="list-style-type: none"> • The rejection of the amicable settlement procedure by Parties. <p><i>Outreach and Cooperation</i></p> <ul style="list-style-type: none"> • Limited potential of the Court to protect human rights throughout the whole continent due to the low ratification of the protocol and the low number of declarations made and further withdrawals • Limited resources to implement a robust communication strategy • Limited public awareness through the continent about existence and related benefits of the Court • Limited reference to the jurisprudence of the African Court in national courts • Capacity challenges faced by courts in all spheres (including limited human and technical resources) – for the next outcome • Variable levels of regional integration throughout the continent • High rate of illiteracy on the continent • Conflict, instability and losses of democratic gains

OPPORTUNITIES	THREATS
<p><i>Institutional Capacity</i></p> <ul style="list-style-type: none"> • Potential for sharing of resources of the African Court with stakeholders • Potential to significantly increase the financial resources of the African Court through the establishment of its Trust Fund • Potential to increase efficiency and effectiveness through enhanced digitalisation of the African Court's operating procedures • Implementation of the Host Agreement in building a permanent structure for the African Court • Utilisation of the resource mobilisation strategy 	<p><i>Institutional Capacity</i></p> <ul style="list-style-type: none"> • Non-optimisation of technology • Disruption of the Court's information technology systems, including through cyber-threats • Lack of sustainable funding • Budget cuts as a result of the economic impact of the COVID pandemic

3.3 Lessons learnt

44. Different lessons were learnt from these various inclusive and participatory reflection exercises on the development and implementation of the African Court's Strategic Plan 2016-2020 and from the analysis of the Court's overall performance, that have informed the development of the African Court's Strategic Plan (2021-2025). These include the need to:

3.3.1 Improve Judicial Processes

- Update the Practice Directions and Internal Judicial Practice.
- Develop additional internal guidelines to improve working methods and increase the African Court's efficiency and effectiveness in issuing quality decisions.
- Increase the use of the amicable settlement procedure.
- Implement the framework on monitoring and implementation of the Court's decisions when it is adopted.
- Operationalise and ensure sustainable funding of the AU Legal Aid Fund to increase access to the African Union human rights organs.

3.3.2 Enhance Outreach and Cooperation

- Bolster cooperation efforts with key stakeholders to foster trust-based relationships and to ensure relevant synergies in the field of human rights protection.
- Update the advocacy and sensitisation strategy to facilitate the Court's outreach program for raising awareness at the continental, regional and national levels about the Court's added value.
- Significantly strengthen the capacity of the African Court's Communication Unit.

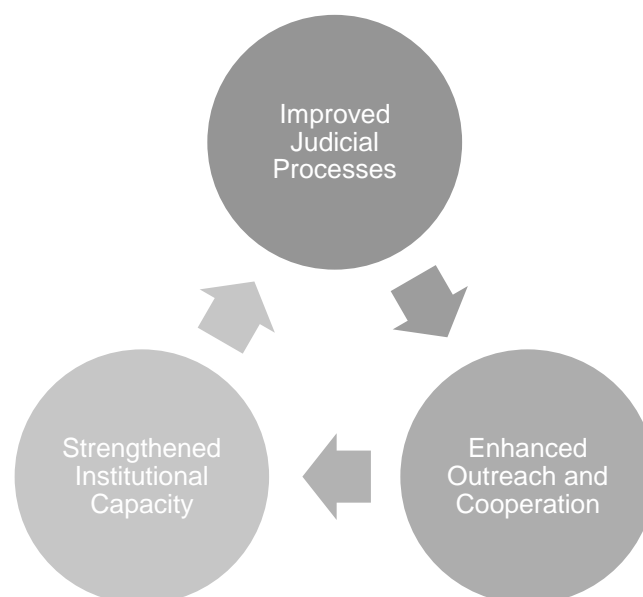
3.3.3 Strengthen Institutional Capacity

- i. Have a realistic strategic plan considering the limited financial, technical and human capacity.
 - ii. Develop an appropriate monitoring and evaluation framework to assess the performance of the African Court in achieving its targets, increase its accountability and provide greater learning opportunities for it to continually improve its performance.
 - iii. Ensure an optimal working environment for staff to perform their duties and to create sufficient opportunities for them to realise their potential.
 - iv. Create an adequate knowledge management structure to harness the knowledge resources generated by the Court.
 - v. Embrace and harness the advantages offered by new technologies to enhance the Court's performance.
 - vi. Demonstrate transparent, efficient and prudent utilisation of resources to mobilise additional sustainable financial resources from Member States.
 - vii. Fast track the establishment of the Court's Trust Fund to ensure sustainable, sufficient, predictable and timely funding.
45. These lessons have been taken into consideration in the preparation of the new strategic plan 2021-2025, specifically, in development of a more elaborate results framework and in clarifying roles and responsibilities of key actors and stakeholders, internally and externally.

4 STRATEGIC PLAN (2021-2025)

46. The African Court has identified three mutually re-enforcing strategic priorities. Their realisation will underpin all the Court's efforts for the next five years. These are (1) Improved Judicial Processes; (2) Enhanced Outreach and Cooperation; and (3) Strengthened Institutional Capacity. See Figure 5 Key Strategic Outcomes of the African Court's Strategic Plan for 2021-2025.
47. In the following sections the logic behind each strategic outcome is explained. For each outcome the various outputs are described that will contribute to attaining the respective outcome, together with the strategic actions that will be undertaken to achieve the respective outputs. The rationale for each strategic action is explained together with identification of the key targets that will be expected to be achieved by 2025.
48. In addition to these key targets supplementary key performance indicators are mapped in separate boxes that will assist the monitoring and evaluation efforts to help determine whether the key objectives are attained. These key performance indicators are divided into "lead behaviour" performance indicators and "lag results" performance indicators. "Lead behaviour" indicators refer to action that may be directly influenced or controlled by the Judges and the Registry of the African Court. In contrast, "lag results" indicators measure performance effects that may not directly be influenced or controlled by judges and staff of the Court. The distinction between the two indicators helps to understand where the Court has the power to influence a relevant measure of the Court's performance and where it does not have that ability, despite that the latter type of performance indicator may be essential to gauge the Court's real impact. For example, a "lead behaviour performance indicator" may refer to the African Court's action to disseminate its annual law reports to national judges. Whereas a "lag results performance indicator" could refer to an increase in number of citations of the African Court's case law by national judges.

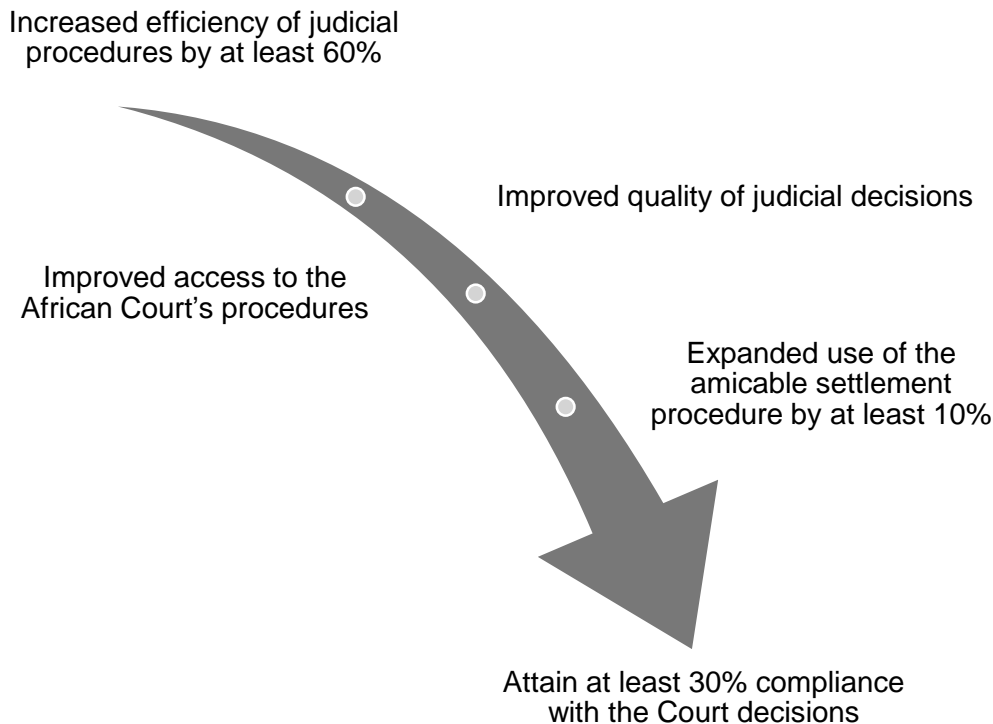
FIGURE 5: KEY STRATEGIC OUTCOMES OF THE AFRICAN COURT'S STRATEGIC PLAN FOR 2021-2025



STRATEGIC OUTCOME 1: IMPROVED JUDICIAL PROCESSES

49. Judicial processes lie at the heart of the African Court's work. These include processes in both contentious and advisory proceedings, explained above in Section 2.3 Key Human Rights Procedures.
50. The overall outcome of improved judicial processes will be achieved by focussing on five main outputs. These outputs are: (1) increased efficiency of judicial procedures by at least 60%; (2) improved quality of judicial decisions; (3) improved access to the African Court's procedures; (4) expanded use of the amicable settlement procedure by at least 10%; and (5) attained at least 30% compliance with the Court's decisions.

FIGURE 6 STRATEGIC OUTCOME 1: IMPROVED JUDICIAL PROCESSES



OUTPUT 1.1. INCREASED EFFICIENCY OF JUDICIAL PROCEDURES BY AT LEAST 60%

51. The level of efficiency in handling the increasingly growing number of Applications is essential to the Court's ability to successfully deliver on its mandate of protecting human rights in Africa.
52. Over the past five (5) years there has been a sharp increase in the number of new Applications submitted and the number of judgments issued by the African Court, compared to the previous five years.

53. Between 2011 and 2015 the average rate of new Applications was around 13 new cases per year. Between 2016 and 2020 the Court received on average around 46 new Applications per year.
54. Between 2011 and 2015 the African Court delivered in average six (6) judgments per year. Between 2016 and 2020, the African Court delivered in average twenty (20) judgments per year. Over the last two years, 2019-2020, the Court delivered in average twenty-six (26) judgments per year.
55. This exponential increase in Applications filed at the African Court is likely to continue if more States accept the Court's jurisdiction by ratifying the Protocol and depositing the Article 34(6) Declaration enabling human rights victims to access the African Court directly.
56. Evidently, these marked increases in workload will strain the already limited capacity of the African Court whose Judges are part-time, except for the President, and meet only four times a year.
57. For that reason, the African Court needs to be innovative in continuously developing and improving its procedures and working methods to address the growing backlog of cases so as to avoid a docket crisis which would greatly undermine the Court's legitimacy.
58. To achieve the overall output of enhancing its efficiency, the Court identified three main strategic actions: (1) review of its case management standard operating procedures following the adoption of Revised Rules of Court (2020); (2) adoption of relevant policies impacting on case management; and (3) enhancing the efficiency of individual staff and judges.
59. These strategic actions will contribute to the target of at least 10% annual increase of efficiency measured by the number of judgments delivered by the Court yearly, using the baseline of twenty six (26) judgments per year, which is the baseline as at the year 2020. Realising this annual target over five years is expected to result in the output of an overall increase in efficiency by at least 60% or in other words a target output of at least forty-two (42) judgments per year by the year 2025.
60. To measure the increase of its efficiency the Court will also monitor the reduction of the average time needed to finalise an application. Using the year, 2020, as the baseline of an average of thirty-six (36) months taken to finalise an Application, a target has been set of an annual reduction rate of 10% in the average time taken to finalise a case. Over a period of five years, the Court is expected to realise an efficiency increase of at least 60% which translates into an average of twenty-one (21) months taken to finalise a case from 2025 onward.
61. The key assumptions underlying these efficiency targets of increasing the total number judgments per year and the reduction of the average time to finalise a case, include that the average workload of the African Court and its capacity will remain roughly the same. However, even if the workload and capacity fluctuate, it is anticipated that increases in efficiencies will still be able to be achieved. Another assumption is that the Court will continue to operate under its current system of four sessions

per year. If all the judges would become full-time judges, then it is expected that the Court would realise a much higher efficiency rate in issuing judgments.

Strategic action 1.1.1. Case Management Standard Operating Procedures are implemented and reviewed annually

62. The main purpose of implementing and reviewing the case management standard operating procedures annually is to reduce the time for finalisation of Applications and to increase the number of Applications finalised per year, without compromising on the quality of the procedure (see below, Output 1.2 on improving the quality of judicial decisions).
63. Key targets for 2025 include:
 - i. **Case Management Standard Operating Procedures (SOPs) are reviewed annually** – to optimise the internal procedures; to ensure better planning of the case flow; to guarantee a clear allocation of responsibilities; to ensure alignment with the digitalisation of Court processes; and to eliminate inefficiencies and bottlenecks.
 - ii. **At least 42 judgments are delivered per year** – as a result of the conscientious efforts to increase the efficiency of the Court without compromising on the quality of the judgments and using the baseline of an average of twenty-six (26) judgments in the year 2020.
 - iii. **At least 5 pilot judgments are delivered** – where relevant the Court will utilise the pilot judgment procedure to deal efficiently with a group of similar cases which arise from identical causes of action or problems of a systematic or structural nature. As at the year, 2020, no pilot judgments had been delivered because the procedure had only been introduced in the Revised Rules of Court (2020).
 - iv. **A maximum of twenty-one (21) months taken to finalise an Application** – to avoid the denial of justice through delayed justice and using the baseline of an average of thirty-six (36) months taken to finalise an Application as at 2020. And while the speed of finalising Applications is not only dependent on the African Court but also on the parties' timely submissions of pleadings, the Court does have a role in supporting this process and in ensuring the expeditious closure of pleadings and commencement of deliberation towards disposal of the case.
 - v. **100% of cases are processed through e-case management system** – to harness the efficiencies and opportunities offered by IT technology, using as baseline 0% as at the year, 2020.
 - vi. **At least 90% of Judgments are translated into all AU working languages** – to ensure the widest availability of the Court's jurisprudence across the whole continent irrespective of possible language barriers, using as baseline 40% as at 2020.

Strategic Action: Key Performance Indicators	
Lead behaviour:	Lag results:
<ul style="list-style-type: none"> ▪ Case Management Standard Operating Procedures are reviewed annually ▪ % increase of Applications received from 2021, processed 	<ul style="list-style-type: none"> ▪ % increase in number of Applications finalised per session

<p>through E-case management system</p> <ul style="list-style-type: none"> ▪ % increase of total Applications processed through e-case management system ▪ Pilot judgment manual is developed ▪ % increase of Applications processed through pilot judgment procedure / total number of Application ▪ % increase of judgments translated into the other AU working languages/ total number of judgments 	<ul style="list-style-type: none"> ▪ % increase of Applications that adhered to the pre-established timelines for finalisation according to the Rules ▪ % pilot judgments / total judgments ▪ % increase in clearance rate (Number of finalised Applications per year / Number of new Applications per year) ▪ % decrease in average time for judicial proceedings (ruling / merits judgment) ▪ % decrease in average time for deliberation (after closure of pleadings)
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Strategic action 1.1.2. Relevant policies impacting case management are adopted and implemented

64. Additional internal documents related to the Court's procedures and working methods will also be developed, adopted and implemented to enhance its efficiency and effectiveness.
65. Key targets for 2025 include:
- E-case management guidelines are adopted in 2021, implemented and annually reviewed** – to ensure more effective and efficient use of the e-case management system.
 - Language policy is adopted in 2021, implemented and annually reviewed** – to ensure the availability of relevant Court documents in the AU working languages and to improve the process of translating relevant Court documents into the various working languages of the Court.
 - All Court documents are standardised** – to ensure consistency and reduce transaction costs in the Court's work.

Key Performance Indicators	
Lead behaviour	Lag Results
<ul style="list-style-type: none"> ▪ Adoption in 2021, implementation and annual review of e-case management guidelines ▪ Adoption in 2021, implementation and annual review of language policy ▪ Review and standardisation of court documents 	<ul style="list-style-type: none"> ▪ % increase of Applications processed through E-case management system / year ▪ % increase in judicial documents translated into all AU working languages / year

Strategic action 1.1.3. Increased efficiency of Staff / Judges

66. Efforts will also be invested to increase the capacity of individual judges and staff members to handle more cases and expedite the translation of documents through peer-to-peer learning exercises and trainings, when necessary.
67. Key targets for 2025 include:
- At least 4 judgments are finalised annually per judge rapporteur** – this number assumes that judges will still be working on a part-time basis. If judges were working full-time this number would likely be re-adjusted. The baseline used is that on a cumulative average, Judges Rapporteur finalise (3) judgments as at the year, 2020.
 - At least 12 pages are translated per day per individual language staff member** – the rapid developments in translation technology and the increased investment of the Court in such technology makes the achievement of this target ambitious yet realistic, using six (6) pages as baseline as at the year, 2020.
 - Appointment of one judicial assistant for every two judges** – to support judges in a range of administrative tasks, including the preparation of documents, schedules, reports, briefs, and records.

Key Performance Indicators	
Lead Behaviour	Lag Results
<ul style="list-style-type: none">% increase of staff trained and using translation software	<ul style="list-style-type: none">% increase in number of Applications finalised / year% increase of pages translated / year

OUTPUT 1.2. IMPROVED QUALITY OF JUDICIAL DECISIONS

68. The legitimacy of the African Court, including its ability to build trust-based relationships with human rights stakeholders is not only dependent on the Court's capability to process its caseload within satisfactory time frames (see above [Output 1.1](#)) but also on its ability to produce judgments that convince the parties, legal professionals, scholars and the society at large of the justness and lawfulness of its decision to resolve a dispute and of the authority of its opinion in interpreting African human rights law.
69. Therefore, it is essential that the African Court aspires to attain the highest possible quality of its judicial decisions and avoids legal reasoning that is vague, contradictory, incoherent, imbalanced, verbose, difficult to read, which does not take the local or continental context into consideration nor recent developments in international human rights law, and has factual and linguistic mistakes.

70. To improve the quality of decisions the Court needs to attend to the quality of each step in their development, starting with the Application, the case note and case summary, subsequent pleadings, the research phase, the deliberation phase, translation processes and ultimately the preparation of the final decision.
71. The African Court aims to realise this output of increased quality of judicial decisions through the following key strategic actions: adoption and implementation of relevant policies on developing high quality decisions.

Strategic action 1.2.1. Relevant policies on developing high quality decisions are adopted, reviewed and implemented

72. A non-exhaustive list of internal judicial policies will be developed, reviewed and implemented to enhance the quality of the Court's decisions.
73. Key targets for 2025 include:
 - i. **Case note / case summary guidelines are adopted in 2021, implemented and annually reviewed** – to provide guidelines on synthesising systematically and concisely the main factual and legal issues in a dispute.
 - ii. **Case summaries are available in at least 95% of Applications in all AU working languages** – the case summaries will be made available as expeditiously as possible, providing other interested parties sufficient time to develop a request to make an intervention in the Application. The baseline used is 8% as at the year, 2020.
 - iii. **Judgment drafting guidelines are adopted in 2021, implemented and annually reviewed** – to develop various checklists for different procedures and recurrent documents which are based on best practices and previous errors to avoid repeating similar mistakes.
 - iv. **Amicus curiae policy is adopted in 2022, implemented and annually reviewed** – to develop strategies to make better use of the amicus curiae mechanism for the Court to access essential expertise and information that it might otherwise not have at its disposal.
 - v. **Requests for participating in proceedings as amicus curiae are submitted in at least 10% of Applications** – the baseline used is 4% as at the year, 2020. In evaluating the realisation of this target, the African Court will take into consideration the extent to which cases are repetitive or raise novel and complex issues.
 - vi. **Court research policy is adopted in 2022, implemented and annually reviewed** – to systematise research assignments and methodologies, including regular research on jurisprudential developments in other national and international courts.
 - vii. **Library policy is updated in 2022, implemented and reviewed annually** – to expand and optimise the library resources.
 - viii. **Court glossary is reviewed annually** – to ensure that the glossary is kept up to date in order to avoid translation errors and misunderstandings about the terminology used at the Court.

Key Performance Indicators	
Lead Behaviour	Lag Results
<ul style="list-style-type: none"> ▪ Adoption in 2021, implementation and annual review of case note/case summary guidelines ▪ % of case summaries prepared / total number of applications ▪ % of case summaries available in all AU working languages / total number of applications ▪ % of case summaries published on the website / total number of pending applications ▪ Adoption in 2021, implementation and annual review of judgment drafting guidelines ▪ Adoption in 2022, implementation and review of amicus curiae policy ▪ Adoption in 2022, implementation and annual review of Court research policy ▪ % increase of research papers / year ▪ Update in 2022, implementation and annual review of library policy ▪ % increase in library research assignments conducted ▪ Review and update Court glossary in all four languages 	<ul style="list-style-type: none"> ▪ % increase amicus curiae requests / total applications ▪ % increase in number of references to international jurisprudence ▪ % increase in number of references to national jurisprudence ▪ % increase in number of references to decisions and reports by other AU organs ▪ % of requests for interpretation of judgment / total number of judgments per year

OUTPUT 1.3. IMPROVED ACCESS TO THE COURT'S PROCEDURES

74. For human rights victims in pursuit of justice, it is important that access to the African Court's procedures are not overly burdensome. For that reason, the African Court will continuously monitor and evaluate the factors that may influence the availability of the Court's procedures and the possible challenges involved therein.
75. The importance of this approach is underlined by the fact that if the Court does not take the socio-economic context in which it operates into account and if does not provide reasonable solutions to overcome the main obstacles preventing court users from pursuing their case, the Court may cease to serve and protect the interests of the most vulnerable members of the community.
76. This output of expanded access to the Court's procedures will be attained through three key strategic actions: (1) adopting, implementing and annually reviewing the

judicial service delivery policy; (2) providing relevant information about the Court's procedures to (possible) litigants; and (3) implementing and annually reviewing the legal aid policy.

Strategic action 1.3.1: Judicial service delivery policy is adopted, implemented and reviewed annually

77. To optimise the African Court's judicial service delivery, it is beneficial to develop, implement and regularly review an internal policy governing its service delivery to Court users.
78. Key targets for 2025 include:
 - i. **Judicial service delivery policy is adopted, implemented and reviewed annually** – to ensure widest possible access to the African Court across different categories of possible Applicants, disaggregated according to age, gender, country, disability and other possible relevant social categories.
 - ii. **At least 90% of Applications are filed electronically** – with the rapid digitalisation across the continent, resources will be invested to facilitate electronic applications, while also investing resources to ensure that the African Court remains easily accessible to those without access to digital technology. The baseline used is 69% in 2020.

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none"> ▪ Judicial service delivery policy is adopted ▪ Court procedures are tailored to suit various categories of Applicants ▪ Court forms are tailored to suit various categories of Applicants ▪ Court procedures are affordable and accessible. ▪ Language interpretation and translation services, including sign language and braille are provided ▪ Annual Judicial Service Delivery Report Developed 	<ul style="list-style-type: none"> ▪ % increase in use of electronic filing ▪ Court users can easily find and access the courtroom, taking into consideration court users with disabilities.

Strategic action 1.3.2: Relevant information about the Court's procedures is provided to (possible) litigants

79. To ensure that the (possible) litigants are well informed about its procedures, it is incumbent on the African Court to avail relevant information about the procedural and substantive aspects of the Court's work.
80. Key targets for 2025 include:
 - i. **Online case law database is created in 2023** – to systematise the growing jurisprudence of the Court and make the case law more accessible and searchable.
 - ii. **Annual Law Reports are published** – to systematise the judicial decisions of the Court on a yearly basis. (Once the online case law database is created the publication of the annual law reports will likely become redundant.)
 - iii. **Upload at least 90% of Court's decisions in all AU working languages to the African Union Common Repository (Archives)** – to facilitate the dissemination of the Court's jurisprudence to AU Policy and Human Rights Organs, Member States, Host State, other Courts, human rights scholars and other law professionals, academic institutions, civil society and the African public. The baseline used is 2% as at the year, 2020.
 - iv. **Manual on procedures before the Court is adopted in 2021, published and updated biennially** – to explain in detail and based on the African Court's evolving practice the various steps of the Court's proceedings.
 - v. **Frequent Asked Questions (FAQ) is published and updated biennially** – to provide an overview of responses to Frequently Asked Questions.
 - vi. **Court website is regularly updated** – to inform the public on the developments within the African Court in the different AU working languages.
 - vii. **Database is created in 2022 of international and national jurisprudence that cite the caselaw of the Court** – to monitor the impact of the Court's case law in other jurisdictions.
 - viii. **Practice Guides on specific rights are developed from 2022** – to systematise the African Court's case law around a particular theme.
 - ix. **Quarterly Case Law Information Notes are published from 2022** – to provide a quarterly update and overview of the most recent decisions adopted during the Court's previous session.
 - x. **African Court Research Hub is created in 2022** – to collate academic literature that has focused on the African Court.
 - xi. **Review the Legal Aid Standard Operating Procedures (SOPs) as necessary** – to explain in greater detail the procedures and practice related to the Court's legal aid scheme.

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> ▪ Creation in 2023 and maintenance of online case law database ▪ Adoption in 2021, publication and biennial update of manual on procedures before the Court 	<ul style="list-style-type: none"> ▪ % increase of decisions translated into all working languages / total number of decisions ▪ % increase of court documents translated / total number of court documents

<ul style="list-style-type: none"> ▪ Upload Court's decisions in all AU working languages to the African Union Common Repository (Archives) ▪ FAQ is regularly updated ▪ Developed and maintained an easy to navigate website ▪ Creation in 2022 of database of international and national jurisprudence that cite the caselaw of the Court ▪ % documents on website available in all AU languages ▪ Developed annual Law Reports [* <u>These may become redundant at some point, because of the development of the Case Law database</u>] 	<ul style="list-style-type: none"> ▪ Development and publication of practice guides on specific rights since 2022 ▪ Developed and issued quarterly Case Law Information Notes since 2022 ▪ Creation in 2022 of African Research Hub ▪ Updated legal aid SOPs
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Strategic action 1.3.3. Legal aid policy is reviewed, adopted and implemented

81. The right to a fair trial is an inalienable human right enshrined in Article 7 of the African Charter on Human and Peoples' Rights. The right to fair trial also includes the right to legal assistance whenever the interests of justice so require.
82. The founders of the African Court were particularly attuned to the importance of legal aid and provided the legal basis of the African Court's legal aid scheme under Article 10 of the Protocol.
83. Besides granting financial support under the legal aid scheme for the provision of legal services, the African Court has also invested a significant amount of resources to guarantee the quality of those legal services. To that end, the Court has already vetted one hundred and twenty-seven (127) lawyers before registering them on the roster of legal counsel providing legal aid services under the Courts legal aid scheme. Furthermore, training for the lawyers has been undertaken to familiarise them with the procedures before the Court so that they are able to offer effective representation. To this end, three (3) trainings have been undertaken to build the capacity of ninety-three (93) lawyers already registered on the roster.
84. To continue to build on the gains already made by its legal aid scheme, the African Court has set as key targets for 2025:
 - i. **Legal aid policy and its implementation is annually reviewed** – to ensure the highest quality of effective service delivery to the applicants.
 - ii. **At least 100 more lawyers have been vetted and included on the roster (total of 227 lawyers)** – to ensure wide availability of necessary expertise. The baseline used is one hundred and twenty-seven (127) lawyers that are included in the roster as at the year, 2020.

- iii. **At least 100 more lawyers of the roster of legal counsel have been trained (total of 193 lawyers)** – to improve the quality of the services rendered under the Court’s legal aid scheme. The baseline used is 93 lawyers that have been trained as at the year, 2020.
- iv. **At least 80% of deserving Applicants benefit from legal aid scheme** – to ensure that enough deserving Applicants have access to justice. The baseline used is 100% of deserving Applicants benefitted from legal aid as at the year 2020. With the anticipated growth of the Court’s workload, the challenge will be to retain this high success rate of ensuring adequate access to legal aid by deserving Applicants owing to the token incidental costs paid to the lawyers for pro bono representation.
- v. **Quality of legal aid provision is regularly monitored and evaluated** – to guarantee the highest quality of service delivery.

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none"> ▪ Implementation and annual review legal aid policy ▪ Adoption of relevant legal aid procedural documents and templates ▪ % increase in number of legal counsels trained / total number of legal counsels trained ▪ Number of trainings of legal counsel organised ▪ Annual Legal Aid Report is produced ▪ Meetings with Committee on Legal Aid, Library and Training held ▪ % increase in execution rate of resolutions adopted at Committee on Legal Aid, Library and Training meetings 	<ul style="list-style-type: none"> ▪ % of deserving Applicants benefit from legal aid scheme ▪ % increase in number of counsel/or legal aid service providers willing to provide pro bono legal assistance ▪ % increase in number of legal counsels registered on the Courts Roster ▪ Increase in quality of submissions by counsel/legal aid service providers and efficiency of handling of process ▪ Increase in satisfaction of legal aid beneficiaries

OUTPUT 1.4. EXPANDED USE OF THE AMICABLE SETTLEMENT PROCEDURE BY AT LEAST 10%

85. The amicable settlement procedure is a form of alternative dispute resolution whereby parties voluntarily agree to resolve their dispute through dialogue under the auspices of the African Court.
86. This procedure and its practice form a part of a growing legal trend towards out-of-court settlement. Considering that the Parties would have an active role in negotiating the terms and conditions laid out in an amicable settlement agreement to resolve the conflict, this procedure can in certain circumstances constitute a preferred dispute

resolution mechanism. It is likely, that this would encourage the Respondent State to abide by its own negotiated agreement as opposed to when the Court makes its own ruling in the case and impose the conditions on the State.

87. Thus far, amicable settlement has been proposed in only 3% of Applications and by 2020, no Application before the African Court has ever been settled amicably. Over the next five years, the African Court will promote the use of this procedure, while taking into consideration the appropriateness of such a proposal on a case-by-case basis. The Court's objective is to resolve at least 10% of Applications amicably in as far as possible, by 2025.
88. The following three (3) strategic actions are envisaged to accomplish the output of expanded use of amicable settlement procedure by at least 10%: (1) adopting and implementing an amicable settlement manual and SOPs; (2) providing relevant information on the amicable settlement procedure; and (3) organising trainings on amicable settlement.

Strategic action 1.4.1. Amicable Settlement manual and SOPs are adopted, implemented and reviewed annually

89. A manual and SOPs will be developed to inform the African Court's working methods in administering amicable settlements. Then, to further improve the African Court's practice a report will be prepared annually to analyse in greater detail the Court's performance, including its successes and failures, to draw necessary lessons and to continuously promote the use of amicable settlements.
90. Accordingly, the key targets for 2025 include:
 - i. **Amicable settlement manual and SOPs are adopted in 2022, implemented and annually reviewed** – to improve the quality of this procedure and to support the increased use of this alternative dispute resolution mechanism.
 - ii. **Amicable settlement is proposed in at least 15% of Applications** – to promote the increased use of this alternative dispute resolution mechanism. The baseline used is 3% as at, the year, 2020.
 - iii. **At least 10% of Applications are resolved amicably** – Although the success of the amicable settlement procedure is largely outside the influence sphere of the Court and is primarily dependent on the willingness of the parties to resolve their dispute amicably, the Court can play an important role to support this procedure and accordingly record an increase in its overall performance with regard to this procedure. The baseline used is 0% as at 2020.

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none"> ▪ Adoption in 2022, implementation and annual review of Amicable Settlement manual and standard operating procedures 	<ul style="list-style-type: none"> ▪ % increased number of cases finalised through the Amicable Settlement procedure / number of finalised applications

<ul style="list-style-type: none"> ▪ Amicable Settlement template documents developed ▪ % increased number of Amicable Settlements proposed / total number of applications ▪ Annual Amicable Settlement Report is developed 	
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Strategic action 1.4.2. Relevant information on the amicable settlement procedure is provided to (possible) litigants

91. A practice guide on amicable settlements will be published to create greater awareness about the amicable settlement procedure and to inform the parties of the details of the procedure.
92. Accordingly, the key targets for 2025 include:
 - i. **Amicable settlement practice guide is published in 2022**

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> ▪ Publication in 2022 amicable settlement practice guides 	Lag Results <ul style="list-style-type: none"> ▪ % increased number of acceptance of initiation of Amicable Settlements procedure by the parties / total number of applications

Strategic action 1.4.3. Trainings on amicable settlement are organised

93. Relevant trainings and peer-to-peer exchanges will be organised, as applicable, with the objective of ensuring adequate capacity within the Court and among legal counsel appearing before the Court to successfully guide the amicable settlement procedure to conclusion.
94. The corresponding key targets for 2025 include:
 - i. **All Judges, all legal officers and Staff and at least 100 of the lawyers on the Court's roster under the Legal aid scheme are trained on amicable settlement procedures** – the baseline is 0 Judges, 0 legal officers, and 0 lawyers have been trained in 2020.
 - ii. **Training material on amicable settlement procedures are developed.**

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> ▪ % increase in number of trainings/peer to peer exchanges on amicable settlement organised / total number of trainings/peer to peer exchanges on amicable settlement organised ▪ Increase in number of Judges / staff / legal counsels trained ▪ Training materials developed 	Lag results <ul style="list-style-type: none"> ▪ % increased number of cases finalised through the Amicable Settlement procedure / number of finalised applications

OUTPUT 1.5. ATTAINED AT LEAST 30% COMPLIANCE WITH THE COURT'S DECISIONS

95. For the African Court to have a positive impact on the lives of African citizens it is essential that its decisions are complied with.
96. Systemic non-compliance or partial compliance with the African Court's judgments erodes the confidence by African peoples in the commitments and human rights credentials of the State Parties to the Protocol. It also undermines the credibility in the effectiveness and added value of the African Court to the human rights system.
97. As at the year, 2020 the level of full compliance with the Court's judgments stood at only 7%. In 18% of the Applications there was partial compliance with the Court's judgments and in 75% of the Applications there was non-compliance with the Court's judgments. This has been determined on the basis of the reports submitted by the Respondent States. Furthermore, there has been 10% compliance with the Court's rulings on provisional measures. Over the course of the next five years the African Court will invest heavily in creating the necessary conditions to increase the level of compliance with its decisions. It has set as a target that, at least 30% of its decisions are complied with. But evidently, this target depends primarily on the willingness of the States to comply with the Court's decisions.
98. Therefore, to obtain the output of at least 30% of full compliance with the Court's decisions three key strategic actions are foreseen: (1) Operationalisation of a compliance monitoring unit; (2) adopting and operationalising of a manual on monitoring of implementation of the Courts' decisions; and (3) Creation of an online database of the implementation of the Court's decisions and an implementation reporting template.

Strategic action 1.5.1. Operationalisation of a compliance monitoring unit

99. One of the main challenges facing the African human rights system as a whole and the African Court in particular is the lack of adequate mechanisms to effectively monitor States compliance with decisions of human rights bodies. With respect to the African Court, although the Protocol requires the Executive Council of the African Union

to monitor compliance of its judgments on behalf of the Assembly, there is no mechanism in place to ensure proper monitoring.

100. The Court, in collaboration with the other AU human rights organs, the AUC and the PRC, has proposed to the Executive Council, a framework for monitoring the execution of the African Court's decisions. As part of this framework, the African Court has proposed to establish, within its Registry, a compliance monitoring unit to work closely with the AU Policy Organs, Member States, civil society and other stakeholders to effectively and systematically monitor compliance with its decisions.

101. The key targets for 2025 are:

i. **Operationalization in 2022 of compliance monitoring unit**

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> Operationalization of compliance monitoring unit Increase in staff hired and assigned to compliance monitoring unit 	Lag Results <ul style="list-style-type: none"> % implementation of Court's decisions / total number of decisions

Strategic action 1.5.2. Manual on monitoring of implementation of the Court's decisions is adopted and operationalised

102. The goal of the manual on the monitoring of implementation of the Court's decisions is to better coordinate the various Court processes that affect the levels of compliance with its decisions, which include the guidelines on reparations, the reporting procedure to the AU policy organs on the status of compliance and the additional procedures available to the Court to facilitate implementation of its decisions.

103. The key targets for 2025 are:

- i. **At least 30% of decisions are fully implemented** – although the implementation rate of the Court's decisions is largely outside the influence sphere of the Court and is primarily dependent on the ability and willingness of the parties to faithfully execute the Court's decisions, the Court can play an important role to support this process and accordingly increase the Court's overall performance of having its decisions complied with. The baseline used is 7% as at 2020.
- ii. **Manual on monitoring of implementation of the Court's decisions are adopted in 2022, operationalised and reviewed annually** – to improve coordination and effectiveness of the processes relating to the implementation of the Court's decisions, including compliance hearings and the monitoring role played by the Executive Council.

- iii. **Reparations guidelines are implemented and reviewed annually**– to ensure consistency and greater legal certainty with regard to the Court’s reparations procedures.

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> ▪ Adoption in 2022, implementation and annual review of manual on monitoring of implementation of the Court’s decisions ▪ Implementation and annual review of reparations guidelines ▪ % increase in number of compliance hearings 	Lag results <ul style="list-style-type: none"> ▪ % increase full implementation of decisions / total number decisions ▪ %increase full implementation of decisions / total number decisions per state ▪ % increase partial implementation of decisions / total number decisions ▪ %increase partial implementation of decisions / total number decisions per state ▪ % decisions implemented within time frames stipulated by the Court

Strategic action 1.5.3. Creation of an online database of the implementation of the Court’s decisions and an implementation reporting template

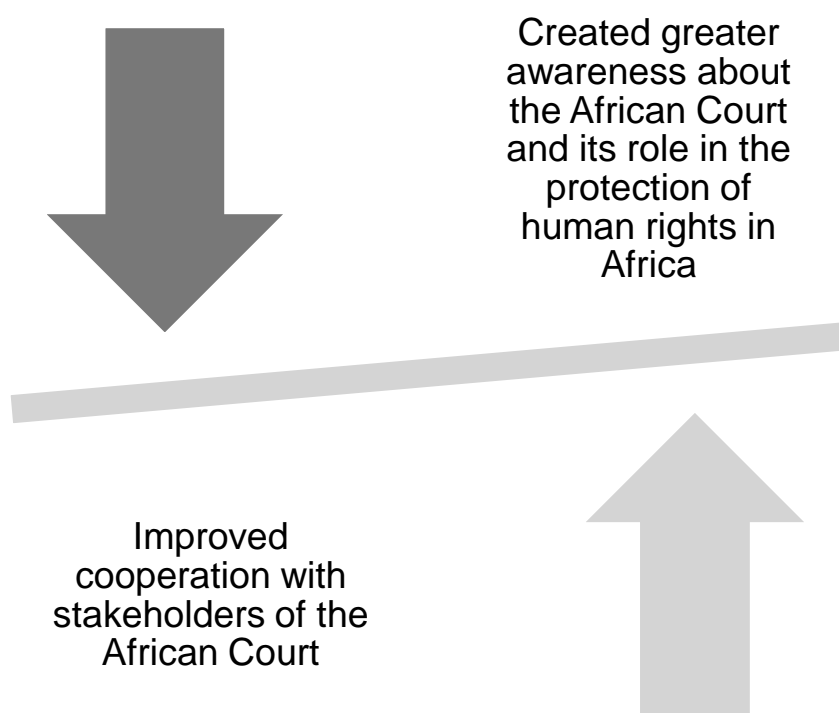
104. Ensuring high levels of compliance with the African Court’s decisions necessitates the cooperation of various human rights stakeholders (see *Section 2.3.1 African Court Judicial Cycle*). To facilitate the flow of pertinent information related to compliance processes, the Court has foreseen the following key targets for 2025:
- Online database of the implementation of the Court’s decisions is created in 2023 and regularly updated** – to provide up-to-date information to relevant stakeholders about the status of compliance of the Court’s decisions.
 - Implementation reporting template is published** – to provide the format and clarify the type of information required related to the reporting on implementation of the Court’s decisions.

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> ▪ Creation in 2023 and maintenance of online implementation database ▪ Publication of implementation reporting guidelines 	Lag results <ul style="list-style-type: none"> ▪ % implementation of Court’s decisions / total number of decisions

STRATEGIC OUTCOME 2: ENHANCED OUTREACH AND COOPERATION

105. The main rationale behind Strategic Outcome 2 is to maximise the impact of the African Court's work by developing and sustaining cooperative engagements with relevant human rights stakeholders.
106. Strategic Outcome 2 will be accomplished by concentrating on two key output results: (1) created greater awareness about the African Court and its role in the protection of human rights in Africa; and (2) improved cooperation with stakeholders of the African Court.

FIGURE 7: STRATEGIC OUTCOME 2: ENHANCED OUTREACH AND COOPERATION



OUTPUT 2.1. CREATED GREATER AWARENESS ABOUT THE AFRICAN COURT AND ITS ROLE IN THE PROTECTION OF HUMAN RIGHTS IN AFRICA

107. As a continental court, the African Court has an important role in fostering continental legal integration and establishing a continental rule of law that may form the foundation of sustainable peace and development across the continent. Considering the magnitude of such a role it is vital that the African Court actively engages with relevant human rights stakeholders and clarifies how it aims to serve and protect the interests of African individuals and peoples' while they pursue their own development.

108. If the Court does not invest sufficient human, technical and financial resources in communicating about its work, then it will be almost impossible for it to develop any meaningful impact in improving the African human rights landscape. Furthermore, if the Court does not adequately manage the information about its work, there is a high risk that it may lead to misunderstandings about its role by the media and the general public, which can create a negative perception resulting in resistance and backlash against the Court.
109. The output of creating greater awareness about the Court and its role in the protection of human rights in Africa is to be realised by means of two key strategic actions: (1) adopting and implementing relevant policies and manuals on the Court's outreach activities; and (2) developing and making available relevant information about the Court's role for its outreach activities.

Strategic action 2.1.1. Relevant policies and manuals on the Court's outreach activities are adopted and implemented

110. The preparation, revision and implementation of key internal policies within the Court relating to "outreach" are aimed at:
- Developing a better understanding amongst the public about the Court's proceedings and processes.
 - Extending the protection afforded by the Court to a larger number of AU Member States (beyond the current thirty-one (31) Protocol ratifications and six (6) Declaration countries).
 - Stimulating increased interest from the general public about the activities and functions of the Court.
111. The key targets set by the African Court for 2025 include:
- i. **At least 15% more AU Member States have ratified the Protocol (total of 71% or 38 countries)** – to ensure a wider protection of human rights across the continent and to demonstrate a genuine commitment among AU Member States towards respecting human rights. Although the process of ratification of the Court's Protocol is largely outside the influence sphere of the Court and is primarily dependent on national decision-making processes, the Court can play an important role to support this process and accordingly record an increase in the ratification rates. The baseline used is 56% as at the year, 2020 or 31 countries.
 - ii. **At least 15% more AU Member States have made the Article 34(6) Declaration (total of 26% or 14 countries)** – to ensure that victims can seek and obtain reparations for human rights violations they experienced. Although the depositing of the Article 34(6) Declaration of the Court's Protocol is largely outside the sphere of influence of the Court and is primarily dependent on national decision-making processes, the Court can play an important role to support this process and accordingly record an increase in the Declaration rates. The baseline used is 11% in 2020 or 6 countries.
 - iii. **Court's communication strategy is implemented and reviewed annually** – to identify relevant synergies and obstacles in the Court's efforts of communicating effectively about its work.

- iv. **Sensitisation manual is adopted in 2022, implemented and annually reviewed** – to improve the working methods of conducting such missions, identify key target groups, identify opportunities for collaboration with relevant stakeholders and generally enhance the impact of these key outreach activities through sustained follow-up activities.
- v. **Sensitisation missions held in at least 10 more countries (total of 54)** – to ensure awareness of the African Court across almost the whole continent and ensure direct dialogue with relevant stakeholders, including the political leadership of AU Member States. The baseline used is 44 as at 2020.
- vi. **Media landscape analysis is conducted annually** – to develop a better understanding of the trends of how the Court is perceived and reported on in different media platforms and coverage so that where necessary, its messaging strategy can be adjusted to increase the relevance and effectiveness of the Court's communication.
- vii. **Comprehensive network database of the African Court stakeholder is developed and regularly maintained** – to systematise and continuously expand the target audience of the Court's communication efforts so that information can be adequately tailored to the information needs of the respective stakeholders.
- viii. **Network database consists of at least 5000 individuals and organisations** – to ensure a wide audience of the Court communication efforts across the 55 AU member states. The baseline is 1000 individuals and organisations in 2020.
- ix. **At least 10.000 visitors of the Court's website per month** – to ensure a regular engagement with the Court's stakeholders and develop a sustained interest in the Court's work. The baseline is 2000 visitors per month in 2020.

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none"> ▪ Implementation and annual review of communication strategy ▪ Adoption in 2022, implementation and annual review of sensitisation manual ▪ % increase of sensitisation missions organised per year / all AU member states ▪ % increase in stakeholder meetings organised by the Court* (<i>* this is a cumulated number based on cooperation forms outlined in section below</i>) ▪ % increase in participation by the Court in stakeholder meetings* (<i>* this is a cumulated number based on cooperation forms outlined in section below</i>) ▪ % increase participation in AU meetings* (<i>* this is a cumulated number based on cooperation forms outlined in section below</i>) 	<ul style="list-style-type: none"> ▪ % increase in number of new Article 34(6) Declarations ▪ % increase in number of withdrawals of Article 34(6) Declarations ▪ % increase in new Protocol ratification ▪ % increase in of Applications / year ▪ % increase in requests for Advisory Opinions / year ▪ % of Applications per / year ▪ % of litigation on specific rights violation / year ▪ % increase in visits to Court's website ▪ % increase rate of downloads of law reports and judgments ▪ % increase in citations of the Court's jurisprudence by national courts / year ▪ % increase in citations of the Court's jurisprudence by African regional courts / year

Key Performance Indicators	
<ul style="list-style-type: none"> ▪ % increase of number of contacts in Court's network database ▪ Develop and maintain a database of citations of the African Courts' jurisprudence by human rights stakeholders ▪ Conduct an annual media landscape analysis ▪ Develop and maintain active Court social media accounts ▪ % increase in social media posts ▪ % increase in radio coverage about the work of the Court ▪ % increase in TV coverage about the work of the Court ▪ % increase of contact details of journalists in Court's network database ▪ % increase in number of specialised Court reporting journalists and editors trained ▪ Develop and execute a coordinated set of activities to celebrate African Union days and the Court's 15th year anniversary ▪ % rate of availability of judgment summaries for all Court's judgments ▪ Meetings held with Committee on Publications and Website ▪ % increase in execution rate of resolutions adopted at Committee on Publications and Website 	<ul style="list-style-type: none"> ▪ % increase in citations of the Court's jurisprudence by other international courts / year ▪ % increase in citations of the Court's jurisprudence by the African Commission / year ▪ % increase in citations of the Court's jurisprudence by ACERWC / year ▪ % increase in citations of the Court's jurisprudence by AU organs / year ▪ % increase in citations of the Court's jurisprudence by national legislative and policy making organs / year ▪ % increase in citations of the Court's jurisprudence by other international organisations / year ▪ % increase in third party interventions / total number of Applications* (<i>* this is a cumulated number based on cooperation forms outlined in section below</i>) ▪ % increase in number of delegations to the Court per year ▪ % increase in issuing timely, accurate and relevant press releases ▪ % increase in social media engagements ▪ % increase in radio coverage about the Court ▪ % increase in TV coverage about the Court ▪ % increase in news items on the African Court / year ▪ % increase in academic publications on the African Court / year

Strategic action 2.1.2. Relevant information for the Court's outreach activities are developed and made available

112. In addition to the information generated and disseminated about the African Court's procedures (see Strategic actions 1.3.2. Relevant information about the Court's procedures is provided to (possible) litigants), the Court will also continue to develop and share other key knowledge resources to develop a better understanding of the role of the African Court in the protection of human rights in Africa.

113. Key targets set for 2025 include:

- i. **African Human Rights Yearbook is published annually** – this collective effort in collaboration with the African Commission and ACERWC is intended to share insights about relevant developments within the African Human Rights System.
- ii. **Joint Law Report of the African, European and Inter-American Courts is published annually** – to share insights about important developments across the African, Inter-American and European human rights systems.
- iii. **Courses are developed on the African Court for key human rights stakeholders in collaboration with universities and research centres** – to cater to the different knowledge needs of the various stakeholders of the African Court, such as journalists, judges, lawyers, staff at NHRIs, civil society organisations and students.
- iv. **Tailored information packages are developed and disseminated to key human rights stakeholders** – these knowledge products about the African Court and the impact of its work are intended to address the specific information needs of specialised audiences, such as judges, legal practitioners, state attorneys, prosecutors, state officials, NHRIs, civil society, diplomats, journalists, and new AU staff.
- v. **At least 250 more journalists are trained in Court reporting (total of 492 journalists)** – to ensure accurate reporting on the Court's work to a broader audience. The baseline used is 242 journalists trained in 2020.
- vi. **Collaborate with AGA Platform members to disseminate reports on state of human rights and governance in Africa** – to develop a better understanding of the local and continental context in which the Court and other human rights institutions and advocates are operating in.

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none"> ▪ African Human Rights Yearbook published annually ▪ Joint Law Report of the African, European and Inter-American Courts published annually ▪ Annual Activity reports prepared ▪ Developed (online) courses, trainings, model syllabi for key human rights stakeholders, including national court judges, national human rights institutions, civil society, law students, legal practitioners, state attorneys, prosecutors, state officials, diplomats and journalists ▪ % increase in media trainings organised ▪ Develop information packages about the functioning of the Court specifically tailored for key human rights stakeholders, including national court judges, national human 	<ul style="list-style-type: none"> ▪ % increase in participants in online courses on the Court ▪ % increase of national judges trained / year ▪ % increase of legal practitioners trained / year ▪ % increase of NHRIs trained / year ▪ % increase of state attorneys trained / year ▪ % increase of prosecutors trained / year ▪ % increase of civil society actors trained / year ▪ % increase of law students trained / year ▪ % increase of state officials trained / year ▪ % increase in journalists trained on Court coverage ▪ % increase of diplomats trained / year

<p>rights institutions, civil society, law students, legal practitioners, state attorneys, prosecutors, state officials and journalists</p> <ul style="list-style-type: none"> ▪ Develop information packages about the functioning of the Court specifically tailored for new diplomats in Addis Ababa 	<ul style="list-style-type: none"> ▪ % increase in number of trainings organised by third parties on the Court without involvement of the Court
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OUTPUT 2.2. IMPROVED COOPERATION WITH STAKEHOLDERS OF THE AFRICAN COURT

114. The human rights challenges facing the continent are of such a magnitude and complexity that they can only be addressed through holistic solutions and value-added forms of cooperation among the various human rights stakeholders.
115. Considering that most AU organs and other human rights stakeholders operate in a challenging environment marked by scarcity of human, technical and financial resources, it is imperative that they avoid and mitigate possible frictions and duplication of efforts. While non-cooperation may have some short-term benefits, these are outweighed by the long-term gains of developing cooperative relationships built on mutual trust, understanding and support.
116. Since its operationalisation, the African Court placed a premium on nurturing its relationships with a wide spectrum of human rights stakeholders. In the next five years, the African Court will expand those efforts by promoting results-based and impact-oriented engagements with the multitude of human rights stakeholders.
117. This output of improved cooperation with the African Court's stakeholders is therefore to be achieved through the essential strategic actions of enhancing cooperation with: (1) national human rights stakeholders; (2) national and regional judiciaries; (3) the African Commission and the ACERWC; (4) other AGA Platform Members; (5) AU policy organs; (6) the IACtHR and the ECtHR; and (7) other international organisations.

FORMS OF COOPERATION

118. Since many of the planned forms of cooperation are similar in nature, yet distinct in content, this section will briefly explain the main tenets of those types of cooperation. Therefore, they will not be repeated in the explanations of the different strategic actions below. Instead, the descriptions of the strategic actions below will focus on any distinctive forms of collaboration unique to that stakeholder, in addition to the more general forms of cooperation outlined here.

Inter-Institutional Agreements

119. The African Court has already institutionalised various forms of cooperation with relevant stakeholder through memoranda of understanding (MoUs), declarations or letters, including with the ECOWAS Court of Justice, the EAC Court of Justice, the ECtHR, the IACtHR and various research institutions and universities.
120. These different types of Inter-Institutional Agreements enable the mapping of various forms of cooperation between the African Court and its respective partners. Usually they are non-sanctioned forms of collaboration. However, these formalised forms of cooperation can have great mutual benefits for the respective participants, including:
 - Better coordination of the joint efforts
 - Increased predictability of the cooperation
 - Improved expectation management about the roles, responsibilities and commitments of the participating entities
 - Increased accountability
 - The existence of formalised structures to ensure adequate implementation of the agreement.
121. The form and procedure for developing these Inter-Institutional Agreements may differ. For example, they can be called MoU, declaration, framework agreement, arrangement, joint declaration, resolution or an accord. They can also come about informally, or they may be subjected to a procedure and formal adoption process.
122. To improve its *existing* relationships and to develop mutually beneficial relationships with *new* stakeholders, it may be in the interest of the African Court and its various counterparts to consolidate their intended forms of collaboration into one of the above mentioned forms of results- and impact-oriented inter-institutional agreements.

Sharing resources

123. Most institutions face one or several capacity limitations. Therefore, it could be in the interest of relevant stakeholders to share their resources based on a rationalisation of existing resources, fill capacity gaps, and avoid duplication of efforts. Sharing of resources can take many forms, including of:
 - Library and research material
 - Communication services
 - Language services
 - Procurement services
 - Equipment
 - Focal points
 - Staff (through secondment and exchange programs)
 - Network databases
 - Technical assistance (e.g. sharing experiences/capacity building)
124. The nature of the resources to be shared among the African Court and its stakeholders will evidently differ based on the unique needs and added value of each stakeholder.

Joint meetings and execution of meeting resolutions

125. Peer-to-peer meetings can be organised between the African Court and relevant stakeholders. During these meetings the participants can share information of mutual interest about pertinent developments in the area of human protection in Africa. They can also share lessons learnt and best practices relevant to their respective mandates. The participants can also identify and agree on a set of tangible goals, outcomes and outputs that will be achieved through their subsequent cooperation. These joint goals should be explicitly captured in the meeting minutes, reports or resolutions so that their implementation can be adequately monitored and evaluated.

Joint events

126. The African Court and its stakeholders can collectively organise events around themes of mutual interest for a wider audience that extends beyond the participation of the organising institutions and their various publics.

Sharing knowledge products

127. The African Court and its stakeholders can share knowledge products such as research papers, reports and other media items that are of mutual interest.

Joint trainings

128. The African Court and its stakeholders can (co)organise joint trainings to foster peer-to-peer learning and sharing of experiences.

Strategic action 2.2.1. Enhanced cooperation with national human rights stakeholders

129. Ultimately, the impact of the African Court is determined by the level of cooperation with the various national human rights stakeholders.
130. As described in *Section 2.2 Key Human Rights Institutions* and *Section 2.3 Key Human Rights Procedures*, the different national human rights stakeholders have various important and often distinct roles in the African Court's procedures. These include:
- **Government**: to respect, protect and promote the human rights of its citizens; to actively participate in the African Court's proceedings; to fully implement the Court's decisions and facilitate sensitisation visits.
 - **Parliaments**: to undertake legislative processes as necessary so as to accept the Court's jurisdiction; to enact legislation to implement the Court's decisions; to hold government accountable for their obligations in relation to African human rights law.
 - **National Human Rights Institutions**: to make relevant submissions as amicus curiae; to help follow up on the implementation of Court's decisions; to disseminate information about the Court's jurisprudence; to ensure harmonisation between national human rights strategies and the work of the Court.

- **Bar Associations / Law Societies**: to train lawyers and exchange information on developments in African human rights law, including the jurisprudential developments of the African Court, the African Commission and the ACERWC.
- **Universities, including law schools**: to train the next generation of lawyers and to ensure their familiarity with African human rights law; to conduct joint research projects with the African Court; to facilitate learning opportunities about the work of the Court for other key human rights stakeholders; to make relevant submissions as *amicus curiae*.
- **Civil society organisations**: to submit applications and defend human rights victims before the African Court; to make relevant submissions as *amicus curiae*; to advocate for the ratification of the Court's Protocol and the deposit of the Article 34(6) Declaration; to monitor and report on the implementation of the Court's decisions; and monitor human rights trends more generally.
- **Media**: to provide the general public with objective and unbiased information about the Court and relevant human rights developments that may concern citizens or groups of citizens; to publicize the decisions of the Court; and report on their implementation
- **Private sector**: to maintain a general interest in human rights developments, as these may affect directly or indirectly the livelihood of all African citizens.

131. Key targets for 2025 include:

- Organise a biennial conference with AU Member States** – to develop constructive relationships with the political leadership of the AU Member States through a regular forum aimed at direct engagement on issues of mutual interest.
- Appointment of focal points in relevant ministries of State Parties to the Protocol who will coordinate with the African Court's Registry** – to assist in the preparation of the Court's sensitisation missions, to coordinate the relationship between the State Party and the African Court and to ensure effective follow up on the State Party's commitments in relation to the African Court, national focal points will be appointed in relevant ministries (e.g. in ministries of Justice; in ministries of foreign affairs; in national human rights institutions; ...) that would have as part of their portfolio the management of the relationship with the African Court. Although the appointment of respective focal points within relevant ministries is largely outside the influence sphere of the Court and is primarily dependent on willingness of States to appoint them, the Court can play an important role to support this process and accordingly record an increase in the appointments of focal points.
- At least 30 more Inter-institutional agreements (IIAs) are concluded with national human rights stakeholders (incl. universities, research institutions, National Human Rights Institutes and civil society organisations) (total of 36 IIAs)** – to improve coordination of joint efforts towards a better protection of human rights across the continent. The baseline used is 6 existing inter-institutional agreements (IIAs) with national human rights stakeholders.

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none"> ▪ % increase in Inter-institutional agreements (IIAs) with NHRIs 	<ul style="list-style-type: none"> ▪ % increase in implementation of the Court's decisions

<ul style="list-style-type: none"> ▪ % increase in Inter-institutional agreements (IIAs) with national, regional and continental human rights civil society organisations and other stakeholders ▪ % increase in joint meetings / year ▪ % increase in execution rate of resolutions adopted at joint meetings ▪ % increase in joint trainings / year ▪ % increase in resources and services shared / year ▪ % increase in organisation of joint events / year ▪ % increase in knowledge products shared between institutions 	<ul style="list-style-type: none"> ▪ Number of focal points appointed in the States Parties ▪ Number of focal points actively co-ordinating with the Court's Registry
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Strategic action 2.2.2. Enhanced cooperation with national and regional judiciaries

132. Engagement and dialogue between the African Court, African regional courts (incl. ECOWAS Court of Justice, EAC Court of Justice and the COMESA Court of Justice) and National Courts are essential for the establishment of a continental rule of law.
133. Generally, national courts are among the first-line defenders against human rights violations. For that reason, it is in the interest of the African Court to collaborate with national courts by providing them with information on the most recent developments in the field of African and international human rights law, so that they can take that respective jurisprudence into account when resolving human rights related disputes.
134. It is also critical that the African Court avails to the various African regional courts relevant information about pertinent changes in the African human right's legal regime to facilitate the harmonisation of African human rights law.
135. Conversely, it is in the interest of the African Court to stay abreast of relevant jurisprudential developments in respective national and regional jurisdictions that may affect the interpretation and application of African human rights law.
136. To foster such mutual exchanges of knowledge, experiences and best practices, various African national and regional courts together with the African Court have been organising biennial continental judicial dialogues. To date, four of such dialogues have been organised.
137. These initiatives have greatly contributed to the development of collegiality among the various jurisdictions, to the extent that they have resolved to institutionalise the different relationships among national, regional and continental courts through an "African Judicial Network".
138. Accordingly, the key targets for 2025 include:

- i. **African Judicial Network is operationalised** – The Draft Statute of the African Judicial Network was developed in 2019, however, it is yet to be approved by the AU policy organs.
- ii. **At least 3 more African Union Judicial Dialogues are organised and at least 90% of their resolutions have been implemented** – as at, 2020, four (4) judicial dialogues had already been organised and 70% of their resolutions had been implemented.

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none"> ▪ Operationalisation of African Judicial Network ▪ % increase in execution rate of resolutions adopted at African Judicial Network meetings ▪ Organisation of biennial African Union Judicial Dialogues ▪ % increase in execution rate of resolutions adopted at Continental Judicial Dialogue ▪ % increase in joint meetings / year ▪ % increase in execution rate of resolutions adopted at joint meetings ▪ % increase in resources shared / year ▪ % increase in organisation of joint events / year ▪ % increase in knowledge products shared between institutions 	<ul style="list-style-type: none"> ▪ % increase in citations of the national jurisprudence by African Court / year ▪ % increase in citations of the Court's jurisprudence by national courts / year ▪ % increase in citations of the Court's jurisprudence by African regional courts / year ▪ % increase in implementation of the Court's decisions

Strategic action 2.2.3. Enhanced cooperation with the African Commission on Human and Peoples' Rights (African Commission) and the African Committee of Experts on the Rights and Welfare of the Child (ACERWC)

139. The African Court has a privileged relationship with the African Commission and ACERWC due to their shared and complementary mandate of protecting human rights in Africa.
140. It is in the interest of all three human rights bodies, and more importantly, it is in the interest of all African citizens and peoples, that these bodies continue to strengthen their relationship by focusing on results-based engagements.
141. This may include joint publications, sharing resources, increased participation in the contentious or advisory proceedings of the African Court, coordination of respective legal aid schemes or joint sensitisation missions.

142. Accordingly, the key targets for 2015 include:

- i. **Inter-institutional agreement between African Court, African Commission and ACERWC is adopted, implemented and annually reviewed** – to clearly delineate their roles and areas of collaboration, and to improve the complementarity between the three organs.
- ii. **Ensure that the ACERWC has the standing to seize the African Court on contentious matters** – although the amendment of the Court's Protocol to grant the ACERWC the standing to seize the Court on contentious matters is largely outside the sphere of influence of the Court and is primarily dependent on the willingness of the AU member states to amend the African Court's Protocol, the African Court can play an important role to support this process. As at 2020, the proposal for granting the ACERWC standing to access the African Court on contentious matters was under consideration by the AU Policy Organs.

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none"> ▪ Development and adoption of an inter-institutional agreement between the African Court, African Commission and ACERWC ▪ % increase in joint meetings / year ▪ % increase in tri-partite meetings / year ▪ % increase in execution rate of resolutions adopted at joint meetings ▪ % increase in resources and services shared / year ▪ % increase in joint trainings / year ▪ % increase in joint publications / year ▪ % increase in organisation of joint sensitisation missions ▪ % increase in organisation of joint events ▪ In collaboration with the Board of Trustees of the Legal Aid Fund develop and adopt a joint AU Legal Aid Fund Policy ▪ Develop a common roster of Legal Aid Counsel ▪ In collaboration with the Board of Trustees of the Legal Aid Fund, develop common rules of procedure for the AU Legal Aid Fund ▪ Peer to peer/staff exchange 	<ul style="list-style-type: none"> ▪ Protocol's amendment to grant the ACERWC the standing to seize the Court on contentious matters ▪ % increase in litigation by African Commission before the Court ▪ % increase in Applications transferred to the African Commission ▪ % increase in implementation of the Court's decisions

Strategic action 2.2.4. Enhanced cooperation with AGA Platform Members

143. Over time, the AU has established several organs with a complementary mandate in the domains of governance, democracy and human rights. To deepen synergy, coordination and cooperation among these various AU organs, institutions and RECs, an African Governance Architecture (AGA) was established in 2012 as a “platform for dialogue between the various stakeholders” who are mandated to promote good governance and strengthen democracy in Africa.
144. Accordingly, AGA creates a forum for dialogue among governance experts (APRM), development experts (AU Development Agency-NEPAD), international lawyers (AUCIL), civil society members (ECOSOCC), parliamentarians (PAP), regional and continental integration experts (RECs/AUC), anti-corruption experts (AUABC), security experts (PSC) and human rights experts (African Commission/ACERWC/African Court).
145. The results of these exchanges have contributed to an accelerated deepening of continental integration and various improvements of the quality of democratic governance across the continent.
146. To sustain the momentum of these forms of cooperation, which are driven by a shift in focus from norm setting to norm consolidation and implementation, it is essential that these various institutions, including the African Court, continue their results-based engagements, both bilaterally and collectively.
147. For this reason, the key target that has been set for 2025 is that **inter-institutional agreements between Court and respective AGA Platform Members (incl. APRM, AUCIL, ECOSOCC, PAP, RECs, AUC, AUABC, PSC, AU Development Agency-NEPAD) are adopted, implemented and annually reviewed.**

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none"> ▪ Development and adoption of an inter-institutional agreements between AGA platform members and the African Court ▪ % increase in joint meetings / year ▪ % increase in execution rate of resolutions adopted at joint meetings ▪ % increase in resources shared / year ▪ % increase in organisation of joint events / year ▪ % increase in knowledge products shared between institutions 	<ul style="list-style-type: none"> ▪ Increase in number of ratifications of the African Court's Protocol and deposits of the Article 34(6) Declaration ▪ % increase in implementation of the Court's decisions

Strategic action 2.2.5. Enhanced cooperation with AU Policy Organs

148. While the African Court stands out among AU organs for its independence as the continent's premier judicial institution, the Court maintains statutory and institutional working relationships with AU Policy Organs, including the Permanent Representative Committee and its Sub-Committee on Democracy, Governance and Human Rights, the Specialised Technical Committee on Justice and Legal Affairs, the Executive Council and the Assembly of Heads of State and Government.
149. Over the course of the next five (5) years, the African Court will strive to optimise these working relationships even further through constructive dialogue, participation in statutory and joint meetings, sharing of information of interest and value to the members of these organs and improved results-based engagement. These actions will be undertaken to ensure the implementation of the African Court's decisions and those of these respective institutions and to sensitise their members and personnel on the work of the Court.
150. To guide and continuously improve these different forms of cooperation the key target for 2025 foresees that **inter-institutional agreements between African Court and AU Policy organs (Incl. PRC Sub-Committee on Democracy, Governance and Human Rights, STC on Justice and Legal Affairs and Executive Council) are adopted, implemented and annually reviewed.**

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none"> ▪ Development, adoption and implementation of an inter-institutional agreement between PRC (Sub-Committee on Democracy, Governance and Human Rights) and the Court ▪ Development, adoption and implementation of an inter-institutional agreement between STC on Justice and Legal Affairs and the Court ▪ Development, adoption and implementation of an inter-institutional agreement between Executive Council and the Court ▪ % increase in joint meetings / year ▪ % increase in execution rate of resolutions adopted at joint meetings ▪ % increase in organisation of joint events / year ▪ % increase in knowledge products shared between institutions 	<ul style="list-style-type: none"> ▪ Increase in the number of ratifications of the African Court's Protocol and deposits of the Article 34(6) Declaration ▪ % increase in implementation of the Court's decisions ▪ % increase in requests for advisory opinions ▪ % increase in budget allocation

Strategic action 2.2.6. Enhanced cooperation with the Inter-American Court of Human Rights and the European Court of Human Rights

151. The African Court has the mandate of continental human rights protection similar to that of the Inter-American Court of Human Rights and the European Court of Human Rights.
152. Among these, the African Court is the youngest continental human rights court. When it was operationalised in 2006, its European (est. in 1959) and Inter-American (est. in 1979) counterparts had already accumulated 47 years and 27 years of experience, respectively.
153. This is the reason that the African Court has benefitted greatly from the advantage of hindsight to learn from the experiences, successes and failures of these courts. At the same time and especially considering its relative novelty, the African Court is in an opportune position to bring further innovation to international human rights law. To mutually benefit from these different perspectives the three continental Courts established a biennial International Human Rights Forum to encourage cross fertilisation of jurisprudence and best practices on their working methods.
154. Over the next five (5) years, the African Court will continue to play an active role in ensuring the success of that forum and of the implementation of the MoU between the three continental Courts by focussing on results-based bilateral and trilateral engagements.
155. Accordingly, the key targets set for 2025 include:
 - i. **Implement and review biennially the inter-institutional agreements between ECtHR, IACtHR and the African Court** – in 2019, the three courts concluded an inter-institutional agreement for a duration of four years, and which will expire in 2023. In 2019, the African Court hosted the 1st International Human Rights Forum and 75% of its resolutions have since been implemented.
 - ii. **At least three (3) more International Human Rights Forums have been organised and at least 90% of their resolutions have been implemented.**

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none"> ▪ Reviewed inter-institutional agreements between ECtHR, IACtHR and the African Court ▪ Organisation of biennial International Human Rights Forum ▪ Joint Law Report of the African, European and Inter-American Courts is published annually ▪ % increase in execution rate of resolutions adopted at the 	<ul style="list-style-type: none"> ▪ % increase in citations of the Court's jurisprudence by IACtHR / year ▪ % increase in citations of the Court's jurisprudence by ECtHR / year ▪

<p>International Human Rights Forum</p> <ul style="list-style-type: none"> ▪ % increase in joint meetings / year ▪ % increase in execution rate of resolutions adopted at joint meetings ▪ % increase in joint trainings / year ▪ % increase in resources shared / year ▪ % increase in organisation of joint events / year ▪ % increase in knowledge products shared between institutions ▪ % increase in citations of IACtHR's jurisprudence by African Court / year ▪ % increase in citations of ECtHR's jurisprudence by African Court / year 	
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Strategic action 2.2.7. Enhanced cooperation with other international organisations

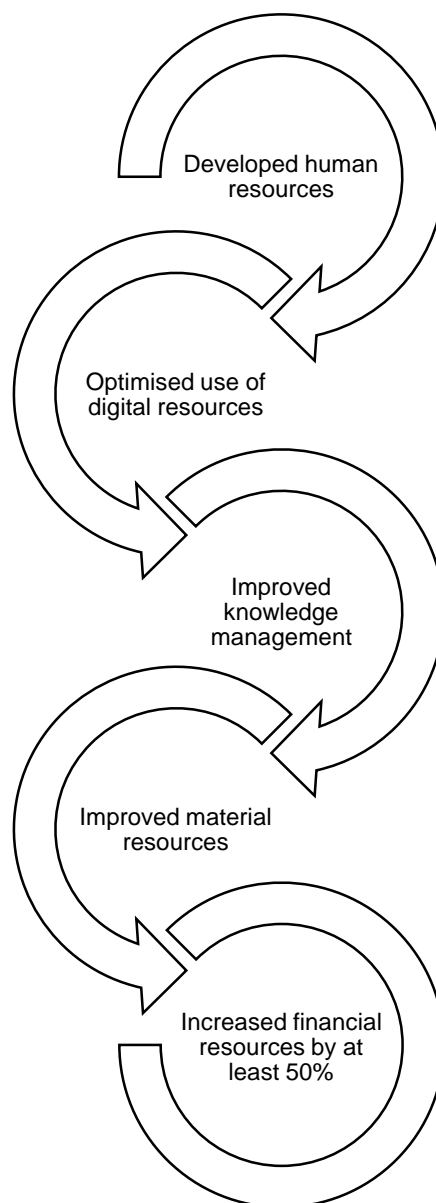
156. The African Court is just one actor among the extensive Global Governance architecture. There has been an increasing trend towards more collaboration between the various levels of regional, continental and global governance. This includes most notably greater collaboration between the UN system and the AU system. The African Court has been contributing to the strengthening of these relations, first and foremost, through its constructive engagement with the respective UN bodies dealing with human rights issues.
157. In addition to the UN system, there are several other international organisations that share to some extent the African Court's mandate to improve the human rights landscape in Africa. Over the next five years, the African Court will pursue, where relevant, engagements with those international organisations to guarantee greater respect for human rights on the continent.
158. The corresponding key target for 2025 is that **at least 5 more inter-institutional agreements between the African Court and other international organisations (including UN agencies and regional organisations) are adopted, implemented and annually reviewed** – in 2020, five (5) inter-institutional agreements between the African Court and other international organisations had been adopted.

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> ▪ % increase in development and adoption of inter-institutional agreements between other international organisations and the African Court ▪ % increase in joint meetings / year ▪ % increase in execution rate of resolutions adopted at joint meetings ▪ % increase in joint trainings / year ▪ % increase in resources shared / year ▪ % increase in organisation of joint events / year ▪ % increase in knowledge products shared between institutions 	Lag results <ul style="list-style-type: none"> ▪ % increase in citations of the African Court's jurisprudence by other international organisations / year ▪ Increase in application of African human rights instruments by international organisations ▪ % increase in implementation of the African Court's decisions

STRATEGIC OUTCOME 3: STRENGTHENED INSTITUTIONAL CAPACITY

159. The overarching purpose of Strategic Outcome 3 is to ensure that the African Court possess the adequate human, technical and financial resources to enable it to achieve the first two Strategic Outcomes.
160. The strategic outcome of strengthening the African Court's institutional capacity will be accomplished by ensuring the achievement of the following output results: (1) developed human resources; (2) optimised use of digital resources; (3) improved knowledge management; (4) improved material resources; and (5) increased financial resources by at least 50%.

FIGURE 8: STRATEGIC OUTCOME 3: STRENGTHENED INSTITUTIONAL CAPACITY



OUTPUT 3.1. DEVELOPED HUMAN RESOURCES

161. Any institution is only as strong as the people behind it. One of the greatest achievements of the African Court has been its ability to foster an organisational culture that fully adheres to the following AU values:
- Respect for diversity and teamwork
 - Think Africa above all
 - Transparency and Accountability
 - Integrity and Impartiality
 - Efficiency and Professionalism
 - Information and Knowledge sharing
162. To ensure the continued strengthening of the African Court's organisational culture in line with these values the strategic output is foreseen of having further developed the human resources of the Court by 2025. This output will result from the successful completion of the key strategic action of adopting and implementing the human resources development strategy.

Strategic action 3.1.1. Human resources development strategy adopted, implemented and reviewed annually

163. The main purpose of the review, adoption and implementation of the human resources development strategy is to ensure the optimal conditions for judges and registry staff to undertake their work and to create sufficient opportunities for them to realise their potential.
164. The key targets set for 2025 include:
- African Court human resources strategy is adopted in 2021, implemented and annually reviewed:**
 - to ensure adequate expectation management about staff's rights and obligations; to improve feedback methods on staff performance; to identify appropriate career development opportunities; to ensure optimal staff retention; and to increase job satisfaction.
 - to enhance learning and development programmes through effective job-related experience and interactions with AU Organs, including peer-to-peer exchange visits with other sister Organisations and other targeted programmes (E-learning, face-to-face programmes), when necessary.
 - to review and implement Post-Training Monitoring and Evaluation in order to ensure highest return on investment.
 - At least 95% of positions are filled** – to ensure resourcing and talent planning through effective recruitment, selection and retention actions. The baseline is used is 79% as at the year, 2020.
 - Staff recognition policy is adopted, implemented and annually reviewed** – to boost team and individual performance as well as encourage teamwork.
 - Internship policy is updated, implemented and annually reviewed and a fund is established to support deserving applicants to undertake internships** – to develop processes to ensure that the African Court attracts the best interns and necessary financial support is provided to deserving interns; to ensure adequate

learning and development opportunities and working arrangements in either virtual or physical formats and to increase internship satisfaction and enhance mutual benefits of the internship programmes.

- v. **Orientation manual for new Judges, Staff, African Union Youth Volunteers and interns is developed and reviewed annually** – to facilitate the on-boarding of the new Judges, staff members, African Union Youth Volunteers (AUYV) and interns into the organisational culture of the Court; to reduce transaction costs and increase efficiency of new staff.

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none"> ▪ Review and adoption of human resources development policy ▪ Adoption of revised staff structure ▪ % increase in staff recruited / total staff structure ▪ % increase in satisfaction about internal service delivery (human resources) ▪ Review and adoption of performance management policy ▪ % increase in staff skills development and transfer of skills / total staff per year ▪ % of learning and development programmes implemented. ▪ % increase in staff undergone 360 degrees review / year ▪ Adoption and implementation of recognition and award programmes ▪ % increase of staff recognised through Court's award scheme ▪ % increase staff compliance with handover procedure ▪ Update, implementation and annual review of internship policy ▪ Establishment of a fund to support the internship programme ▪ Development and annual review of orientation manual for new Judges, staff, AUYVs and ▪ % of new Judges, staff, AUYVs, interns, new staff and judges participated in orientation training ▪ Meetings with Administration and Budget Committee held 	<ul style="list-style-type: none"> ▪ % increase in job satisfaction ▪ % decrease of staff turnover ▪ % increase in applications for internship positions ▪ % increase in internship satisfaction ▪ % of staff promoted through internal recruitment process ▪ % of staff recruited through internal and external processes ▪ % decrease in average time to recruit competent staff ▪

Key Performance Indicators	
<ul style="list-style-type: none"> ▪ % increase in execution rate of resolutions adopted at Administration and Budget Committee meetings 	

OUTPUT 3.2. OPTIMISED USE OF DIGITAL RESOURCES

165. The professional environment across the continent is increasingly taking advantage of the opportunities presented by digital technology. These advantages include:

- Greater efficiency in handling work related assignments
- More opportunities for remote cooperation
- Greater availability of information and information sharing tools

166. To harness the benefits presented by Information Technology (IT), the African Court adopted in 2018 an IT Strategy that outlined the establishment of an E-Court service system comprising:

- E-filing system
- E-case management system
- E-case law database
- E-documentation (archive) system
- E-court room
- E-library
- IT Infrastructure (incl. Media Centre, Monitoring Systems, Data Centre, Disaster Recovery Systems, Cyber Security)

167. The output of optimisation of the use of digital resources within the African Court is expected to be achieved as a consequence of the strategic action of reviewing, adopting and implementing the Information Technology (IT) strategy.

Strategic action 3.2.1. Information Technology (IT) strategy is implemented and reviewed annually

168. The main objective of reviewing and implementing the African Court's IT strategy is to increase the use of innovative technology solutions to support the different judicial activities. To that end the following actions are planned:

- Implement all components of the African Court's planned E-court service
- Implement risk mitigation strategies to avoid data losses and cyber-attacks
- Mainstream the use of technology throughout all operating procedures of the African Court

169. Accordingly, the key target set for 2025 is that the **Information Technology (IT) Strategy is implemented and reviewed annually.**

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> ▪ Review and adoption Information Technology (IT) strategy ▪ Increase in innovative technology solutions to support judicial activities ▪ % increase in digitalisation of Court's operating procedures ▪ Development and maintenance of disaster recovery site ▪ % increase in standardisation of software development and acquisition ▪ % increase in upgrading Courtroom technology (audio/video equipment and software) ▪ Development and maintenance of library management software and information resources ▪ Review, adoption and implementation of security and data integrity measures of court files ▪ Meetings with Committee on Publications and Website held ▪ % increase in execution rate of resolutions adopted at Committee on Publications and Website meetings 	Lag results <ul style="list-style-type: none"> ▪ % increase in satisfaction about internal service delivery (IT)

OUTPUT 3.3. IMPROVED KNOWLEDGE MANAGEMENT

170. Aware that circumstances continuously change and that people are regularly required to develop new knowledge and skills, the African Court is committed to being a learning organisation that is focused on developing, acquiring, and sharing knowledge.
171. To exploit the various knowledge resources that it generates it is essential that those knowledge products related to the Court's functioning are easily accessible.

Strategic action 3.3.1. Knowledge management strategy is adopted, implemented and reviewed annually

172. The overarching objective behind the development and implementation of the African Court's knowledge management strategy is to strengthen the capacity needed to systematise and increase the availability of relevant knowledge for the benefit of the judges and staff of the African Court, but also for the benefit of the Court's stakeholders, where applicable.

173. This objective will be achieved through the development and maintenance of a central knowledge architecture to ensure comprehensive storage, further expansion and availability of the different knowledge resources.

174. The corresponding key targets for 2025 are:

- i. **Knowledge management strategy is adopted in 2021, implemented and reviewed annually**
- ii. **Central knowledge management architecture is developed and maintained**

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> ▪ Review and adoption of knowledge management strategy ▪ Development and maintenance of central knowledge management architecture ▪ % increase in manuals, guidelines and policies for different Court's procedures* (<i>*this is a cumulated number based on various documents forms outlined in sections above/ below</i>) ▪ % increase in templates and standard forms for different Court's procedures* (<i>*this is a cumulated number based on various documents forms outlined in sections above/ below</i>) ▪ % increase in digitalisation of Court's archive ▪ % increase in digitalisation of Court's case law ▪ % increase in contact information of Court's stakeholders ▪ % increase in physical library resources (books/journal subscriptions) ▪ % increase in e-library resources (books/journal subscriptions) ▪ % increase in audio-visual resources ▪ Meetings of the Committee on Administration and Budget held ▪ % increase in execution rate of resolutions adopted by Committee on Administration and Budget 	Lag results <ul style="list-style-type: none"> ▪ % increase in satisfaction about internal service delivery (knowledge management)

OUTPUT 3.4. IMPROVED MATERIAL RESOURCES

175. The output of ensuring optimal material resources for judges and staff to carry out their duties is expected to follow from two main strategic actions: (1) adopting, implementing and annually reviewing an infrastructure development strategy; and (2) ensuring procurement, travel and stores activities are conducted in accordance with the AU rules and regulations.

Strategic action 3.4.1. Infrastructure development strategy is adopted, implemented and reviewed annually

176. The main function of the infrastructure development strategy is to elaborate a systematic plan of action to increase in the short-term the available working space (m²) per staff member through a rationalisation of the existing floorspace and in the long-term ensure the completion of the construction of the African Court's permanent premises.
177. The key target set for 2025 is that the **infrastructure development strategy is adopted in 2022, implemented and reviewed annually**

Key Performance Indicators	
Lead behaviour	Lag results
<ul style="list-style-type: none">▪ Review and adoption of infrastructure development strategy▪ Rationalisation of existing floorspace▪ Meetings Committee on Administration and Budget held▪ % increase in execution rate of resolutions adopted by Committee on Administration and Budget▪ Meetings of the Joint Facilitative Committee held▪ % increase in execution rate of resolutions adopted by Joint Facilitative Committee	<ul style="list-style-type: none">▪ % increase in working space (m²) per staff member▪ % increase in satisfaction about internal service delivery (infrastructure)▪ % increase in completion of construction of Court's permanent premises

Strategic action 3.4.2. Procurement, travel and stores activities are conducted in accordance with the AU rules and regulations

178. The objective behind conducting the African Court's procurement, travel and stores activities in accordance with the AU rules and regulations is to ensure the procurement of the highest quality of goods and services with the resources available; provide efficient travel and transport services; and manage Property, Plant and Equipment (PPE) efficiently.

179. The key target set for 2025 is **a client satisfaction of at least 90% for procurement, travel and stores services** – in 2020, the client satisfaction stood at 98.70%. The aim is to maintain such a high satisfaction rate.

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> ▪ Bi-annual procurement plan and implementation report ▪ Implementation and review of PTSU risk register ▪ Guidelines on furniture and equipment allocation for Judges, staff, AU YVs and interns are developed and implemented ▪ Implementation and review of the Service Delivery Charter ▪ Develop and maintain a suppliers' database ▪ Bi-annual PPE management report 	Lag results <ul style="list-style-type: none"> ▪ % increase in implementation of the procurement plan ▪ % increase in client satisfaction on procurement operations ▪ % increase in client satisfaction on Transport and Travel rendered services ▪ % increase in client satisfaction on Stores rendered services

OUTPUT 3.5. INCREASED FINANCIAL RESOURCES BY AT LEAST 50%

180. For the African Court to conduct its work effectively, independently and sustainably it needs to ensure the availability of adequate financial resources and their effective utilisation.
181. The output of increased financial resources will be the result of three main strategic actions: (1) enhanced sound financial management; (2) adopting, implementing and reviewing annually the resource mobilisation strategy; and (3) adopting and implementing an internal audit strategy.

Strategic action 3.5.1. Enhanced sound financial management

182. The goal of enhancing sound financial management is to ensure sufficiency of funds; ensure adequate budget execution; and improve overall planning and decision making.
183. The key target set for 2025 is the **timely preparation and submission of financial reports**.

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> ▪ Timely preparation and submission of financial reports ▪ Timely availability of finance service delivery reports ▪ Meetings of the Administration and Budget Committee held ▪ % increase in execution rate of resolutions adopted by Committee on Administration and Budget 	Lag results <ul style="list-style-type: none"> ▪ Quality and accuracy of financial reports ▪ % increase in budget execution ▪ Timely availability of audited financial statements

Strategic action 3.5.2. Resource mobilisation strategy is adopted, implemented and reviewed annually

184. The main purpose behind the African Court's resource mobilisation strategy is to ensure the necessary financial means to meet the increases in the need for human, IT, communication, language, library and material resources:

185. The key targets set for 2025 include:

- i. **Court's Budget is increased by at least 50%** – to ensure that the growth of the Court's workload is matched with a growth in financial resources. In 2020, the Court's budget stood at 10,478,871 USD.
- ii. **Court's resource mobilisation strategy is adopted in 2022, implemented and reviewed annually** – to mobilise additional and necessary resources from among the Court's stakeholders.
- iii. **Court's Trust Fund is adopted in 2023, implemented and annually reviewed** – to ensure sustainable, sufficient, predictable and timely funding.
- iv. **AU Legal Aid Fund is operationalised and annually reviewed** in collaboration with the Board of Trustees of the Fund– to increase access to justice on the African continent.

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> ▪ Adoption, implementation and review of Court's resource mobilisation strategy as necessary ▪ Meetings Committee on Administration and Budget held ▪ % increase in execution rate of resolutions adopted by Committee on Administration and Budget 	Lag results <ul style="list-style-type: none"> ▪ Adoption and operationalisation of the African Court's Trust Fund ▪ Operationalisation of the AU Legal Aid Fund ▪ Linkages with the Board of Trustees of the AU Legal Aid Fund ▪ % increase in Court's annual budget / AU budget ▪ % increase in Court's human resources Budget / year ▪ % increase in Court's Library Budget / year

Key Performance Indicators	
	<ul style="list-style-type: none"> ▪ % increase in Court's Communication Budget / year ▪ % increase in Court's IT Budget / year ▪ % increase in Court's Language Budget / year ▪ % increase in budget for implementation of African Judicial Network ▪ % increase in budget for cooperation with Court's stakeholders ▪ % increase in Legal Aid Budget / year

Strategic action 3.5.3. Internal audit strategy is adopted, implemented and reviewed annually

186. The purpose of the review and implementation of the African Court's internal audit strategy is to ensure compliance with various rules, regulations, standards and circulars.
187. Accordingly, the key target foreseen for 2025 is that **internal audit strategy is adopted, implemented and annually reviewed.**

Key Performance Indicators	
Lead behaviour <ul style="list-style-type: none"> ▪ Implementation and annual review of internal audit strategy ▪ Improve adherence to AU and Court Rules, Standards and Regulations ▪ % increase in implementation of audit recommendations 	Lag results <ul style="list-style-type: none"> ▪ % reduction in the number of audit recommendations.

5 IMPLEMENTATION ARRANGEMENTS AND OVERSIGHT MECHANISMS

188. The previous section outlined what the African Court wants to achieve over the course of the next five years, why it wants to achieve those goals, how it will go about achieving those goals and what needs to be measured to determine whether those goals were achieved.
189. In this section the emphasis lies on how to measure and account for the various achievements and who will be responsible for the measurements.

5.1 Approach

190. In developing its new Strategic Plan, the African Court aimed to be as participatory, inclusive and transparent as possible about the process. It wants to continue that commitment in its implementation and evaluation processes.
191. The African Court will adopt a principled approach and ensure that the implementation and evaluation processes are:
- Evidence driven
 - Results oriented
 - Focused on inclusive participation and ownership
 - Based on knowledge and experience sharing
192. The overall implementation of the African Court's Strategic Plan (2021-2025) will be coordinated by an Oversight Committee chaired by the Bureau of the Court and composed of select Registry staff. This Committee will meet and report twice a year to the Plenary.
193. In line with the African Union's programming cycle, the Registry will, in consultation with the Committee, develop annual work plans aimed at designing initiatives to give effect to the Strategic Objectives of the Court's Plan for (2021-2025).
194. In this regard, annual work plans shall serve as the implementation mechanisms based on which the annual targets of the Strategic Plan will be achieved.
195. In order to ensure results-based focus in implementation of this Plan and to provide the required technical services to the oversight committee, the Court will recruit a Monitoring and Evaluation Officer. The Monitoring and Evaluation Officer will among others, liaise closely with the AU Commission Directorate of Strategic Planning, Policy, Monitoring, Evaluation and Resource Mobilisation (SPPMERM) to ensure compliance with the provisions of the AU Results-Based Management Policy in the planning, implementation, monitoring, review and reporting of this Plan.

5.2 MEAL Reporting

196. Individual Monitoring, Evaluation and Learning (MEAL) reporting structures have also been created for specific outputs, such as:

OFFICE OF THE REGISTRAR'S REPORTS

- **Annual communication report:** to report on the implementation of the African Court's communication strategy and lessons learnt.
- **Annual sensitisation report:** to report on impact of the different sensitisation missions and activities conducted in one year and the lessons learnt.
- **Annual media landscape report:** to report on the trends relating to news coverage of the African Court and the lessons learnt.
- **Annual stakeholder cooperation report:** to report on the levels of cooperation with the African Court's stakeholders and the lessons learnt.

LEGAL DIVISION REPORTS

- **Annual case management report:** to report in detail on case management performance and the lessons learnt.
- **Annual judicial service delivery report:** to report on judicial service delivery performance and the lessons learnt.
- **Annual legal aid report:** to report on the implementation of legal aid policy and the lessons learnt.
- **Annual amicable settlement report:** to report on the use of the amicable settlement procedure and the lessons learnt.
- **Annual judgment implementation report:** to report on the status of implementation of the Court's decisions and the lessons learnt.
- **Annual African Judicial Network report:** to report on the implementation of the Network and the lessons learnt.
- **Annual knowledge management report:** to report on the implementation of the knowledge management strategy and the lessons learnt.

FINANCE AND ADMINISTRATION DIVISION REPORTS

- **Annual human resources report:** to report on the implementation of the human resources development strategy and the lessons learnt.
- **Annual IT report:** to report on status of digitalisation, challenges faced, and lessons learnt.
- **Annual infrastructure report:** to report on the implementation of the infrastructure development strategy and the lessons learnt.
- **Annual procurement report:** to report on the implementation of the procurement plan and the lessons learnt.
- **Annual financial report:** to report on the financial management and accounting of the Court's funds and the lessons learnt.

197. The summarised results from these annual reports can then be captured in the **annual activity report** for presentation to the AU policy organs, which serves as an executive summary for all the other abovementioned thematic annual reports.

198. In line with the Strategic Plan 2021-2025 monitoring and evaluation system, the African Court's annual activity report shall also outline more clearly the impact of its performance, using the key performance indicators developed in this Strategic Plan. The annual activity report shall also be widely disseminated to the African Court's various stakeholders.
199. Furthermore, these thematic annual performance reports will be complemented with additional accountability mechanisms, such as:
 - **Training reports:** to report on the achieved learning outcomes after specific trainings and to identify further areas for improvement.
 - **Orientation reports:** to report on the achieved learning outcomes after orientation session and to identify further areas for improvement.
 - **Job satisfaction surveys:** to assess the level of fulfilment a staff member derives from their work and identify and to identify further areas for improvement.
 - **Service satisfaction surveys:** to assess the level of satisfaction by the end users of the Court's internal services and to identify further areas for improvement.
 - **Staff hand over report:** to assess the quality of the staff's transition arrangements and to identify further areas for improvement.
200. For other outputs and their respective key performance indicators (KPIs) different means of verification (MOV) have been identified which indicate where information about the indicator can be obtained. These include:
 - **E-case management system:** to track all KPIs related to case management.
 - **E-doc system:** to track all KPIs related to knowledge resources.
 - **E-case database:** to track all KPIs related to the Court's decisions.
 - **E-implementation database:** to track all KPIs related to status of implementation of the Court's decisions.
 - **Website:** to track all KPIs related to the African Court's website platform.
 - **Social Media Platforms:** to track all KPIs related to the Court's social media engagements.
 - **E-network database:** to track all KPIs related to Court's network building efforts.
 - **E-Library:** to track all KPIs related to library resources.
 - **SAP/ESS:** to track all KPIs related to Staff Performance.

5.3 Dissemination and Exploitation

201. The Registry shall also undertake initiatives to encourage the African Court's stakeholders to adapt and align the outcomes and outputs of the Strategic Plan 2021-2025 with their respective Strategic Plans and their annual planning and programming. These initiatives include:
 - i. **Wide dissemination of the Strategic Plan to the African Court's stakeholders through social media, direct (e)mailing, distribution of hard copies during sensitisation visits and events:** to create greater awareness of the existence of the Court's Strategic Plan among key stakeholders.

- ii. **Popularisation of the Strategic Plan through the publication and wide circulation of a shorter version of the Strategic Plan, which could also be translated into some official African languages** to ensure greater ownership of the Court by African individuals and peoples.
- iii. **Direct engagement with key stakeholders of the African Court through meetings and workshops:** to influence directly the development of strategic plans of respective partners and harmonise Court's activities with relevant stakeholders' agendas.
- iv. **Development of Inter-Institutional Agreements with key stakeholders:** to consolidate results-oriented partnerships and coordinate mutually beneficial forms of cooperation.

5.4 Evaluation

- 202. An overall evaluation of the African Court's Strategic Plan (2021-2025) will be carried out at the end of the five-year timeframe. Nonetheless, regular project monitoring will be undertaken annually, as well as through a mid-term review in 2023.
- 203. An internal review meeting will be organised annually among judges and staff with input from external stakeholder, as necessary. And an external mid-term review meeting will be organised in 2023 as well as an end-term review meeting in 2025 together with the African Court's main stakeholders.
- 204. The results of these reviews will be captured in the **Strategic Plan Mid-Term Review Report** and the **Strategic Plan End-Term Review Report**, respectively.

5.5 Monitoring Evaluation and Learning (MEAL) Reporting TimeLine

- 205. In the table below a MEAL reporting timeline is developed. The table indicates in which quarter of the year the respective MEAL report will be finalised and presented in the ordinary session of the African Court during that quarter. To avoid that one session is overburdened with discussing reports, the reports have been distributed over the four different quarters (sessions).

MONITORING, EVALUATION AND LEARNING REPORTING TIMELINE

		2021	2022	2023	2024	2025
AFRICAN COURT						
	Annual Work Plans	Q1	Q1	Q1	Q1	Q1
	Strategic Plan Oversight Committee Report	Q1/Q3	Q1/Q3	Q1/Q3	Q1/Q3	Q1/Q3
	Annual Activity Report	Q4	Q4	Q4	Q4	Q4
	Strategic Plan Mid-Term Review Report			Q2		
	Strategic Plan End-Term Review Report					Q2
OFFICE OF THE REGISTRAR						
	Annual sensitisation report	Q2	Q2	Q2	Q2	Q2
	Annual stakeholder cooperation report	Q2	Q2	Q2	Q2	Q2
	Annual media landscape report	Q4	Q4	Q4	Q4	Q4
	Annual communication report	Q4	Q4	Q4	Q4	Q4
LEGAL DIVISION						
	Annual case management report	Q1	Q1	Q1	Q1	Q1
	Annual judicial service delivery report	Q1	Q1	Q1	Q1	Q1
	Annual amicable settlement report	Q1	Q1	Q1	Q1	Q1
	Annual African Judicial Network report	Q2	Q2	Q2	Q2	Q2
	Annual legal aid report	Q3	Q3	Q3	Q3	Q3
	Annual knowledge management report	Q3	Q3	Q3	Q3	Q3
	Annual judgment implementation report	Q4	Q4	Q4	Q4	Q4
FINANCE AND ADMINISTRATION DIVISION						
	Annual human resources report	Q1	Q1	Q1	Q1	Q1
	Annual procurement report	Q1	Q1	Q1	Q1	Q1
	Annual financial report	Q1	Q1	Q1	Q1	Q1
	Annual IT report	Q3	Q3	Q3	Q3	Q3
	Annual infrastructure report	Q4	Q4	Q4	Q4	Q4
NUMBER OF REPORTS / QUARTER		Q1(8) / Q2(3) Q3(4) / Q4 (5)	Q1(8) / Q2(3) Q3(4) / Q4 (5)	Q1(8) / Q2(4) Q3(4) / Q4 (5)	Q1(8) / Q2(3) Q3(4) / Q4 (5)	Q1(8) / Q2(4) Q3(4) / Q4 (5)
TOTAL NUMBER OF REPORTS / YEAR		20	20	21	20	21

ANNEX: LOGICAL FRAMEWORK FOR DEEPENING JUDICIAL TRUST IN THE AFRICAN COURT

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
1. IMPROVED JUDICIAL PROCESSES	1.1. INCREASED EFFICIENCY OF JUDICIAL PROCEDURES BY AT LEAST 60%	1.1.1. Case Management Standard Operating Procedures (SOPs) are implemented and reviewed annually	<ul style="list-style-type: none"> Case Management Standard Operating Procedures have been adopted in 2013 and updated in 2018 and 2019 	<ul style="list-style-type: none"> Case Management Standard Operating Procedures are reviewed annually 	Annual Review	Annual Review	Annual Review	Annual Review	Annual Review	Annual case management report
			<ul style="list-style-type: none"> Average of 26 judgments delivered per year 	<ul style="list-style-type: none"> At least 42 judgments are delivered per year 	29	31	35	38	42	
			<ul style="list-style-type: none"> 0 pilot judgments have been delivered 	<ul style="list-style-type: none"> At least 5 pilot judgments are delivered 	1	1	1	1	1	
			<ul style="list-style-type: none"> 36 months in average to finalise an Application 	<ul style="list-style-type: none"> A maximum of twenty-one (21) months taken to finalise an Application 	32	29	26	24	21	
			<ul style="list-style-type: none"> 0% cases are processed through e-case management system 	<ul style="list-style-type: none"> 100% of cases are processed through e-case management system 	20%	40%	60%	80%	100%	
			<ul style="list-style-type: none"> 40% of Judgments are translated into all AU working languages 	<ul style="list-style-type: none"> At least 90% of Judgments are translated into all AU working languages 	50%	60%	70%	80%	90%	
		1.1.2. Relevant policies impacting case management are adopted and implemented	<ul style="list-style-type: none"> E-case management guidelines has not been developed 	<ul style="list-style-type: none"> E-case management guidelines are adopted in 2021, implemented and annually reviewed 	Adopt E-case management guidelines	Annual Review	Annual Review	Annual Review	Annual Review	Annual case management report
			<ul style="list-style-type: none"> Language policy has not been adopted 	<ul style="list-style-type: none"> Language Policy is adopted in 2021, implemented and annually reviewed 	Adopt Language Policy	Annual Review	Annual Review	Annual Review	Annual Review	

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
			<ul style="list-style-type: none"> Standardised models and templates have not yet been adopted 	<ul style="list-style-type: none"> All Court documents are standardised 	Adoption of models and templates	Continually implement	Continually implement	Continually implement	Continually implement	Annual case management report
		1.1.3. Increased efficiency of individual Staff / Judges	<ul style="list-style-type: none"> Average of 3 judgments finalised per year by judge rapporteur 	<ul style="list-style-type: none"> At least 4 judgments are finalised annually per judge rapporteur 	3.2	3.4	3.6	3.8	4	
			<ul style="list-style-type: none"> Average of 6 pages translated per day by individual language staff 	<ul style="list-style-type: none"> At least 12 pages are translated per day per individual language staff member 	8	9	10	11	12	
			<ul style="list-style-type: none"> No judicial assistants have been appointed, except for the President 	<ul style="list-style-type: none"> Appointment of one judicial assistant for every two judges 			Appointment of judicial assistants			
	1.2. IMPROVED QUALITY OF JUDICIAL DECISIONS	1.2.1. Relevant policies on developing high quality decisions are adopted, reviewed and implemented	<ul style="list-style-type: none"> Case note / case summary guidelines have not yet been adopted. 	<ul style="list-style-type: none"> Case note / case summary guidelines are adopted in 2021, implemented and annually reviewed 	Adopt case note / case summary guidelines	Annual Review	Annual Review	Annual Review	Annual Review	Annual case management report
			<ul style="list-style-type: none"> Cases summaries are published in all AU working languages in 8% of Applications 	<ul style="list-style-type: none"> Cases summaries are published in all AU working languages in at least 95% of Applications 	20%	40%	60%	80%	95%	
			<ul style="list-style-type: none"> Judgment drafting guidelines have not yet been adopted 	<ul style="list-style-type: none"> Judgment drafting guidelines are adopted in 2021, implemented and annually reviewed 	Adopt Judgment drafting guidelines	Annual Review	Annual Review	Annual Review	Annual Review	
			<ul style="list-style-type: none"> Amicus curiae policy had not been adopted 	<ul style="list-style-type: none"> Amicus curiae policy is adopted in 2022, implemented and annually reviewed 		Adopt Amicus curiae policy	Annual Review	Annual Review	Annual Review	

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
			<ul style="list-style-type: none"> A request for participating in proceedings as Amicus Curiae was submitted in 4% of Application 	<ul style="list-style-type: none"> Requests for participating in proceedings as amicus curiae are submitted in at least 10% of Applications 	6%	7%	8%	9%	10%	
			<ul style="list-style-type: none"> Research policy has not yet been developed 	<ul style="list-style-type: none"> Court research policy is adopted in 2022, implemented and annually reviewed 		Adopt research policy	Annual Review	Annual Review	Annual Review	
			<ul style="list-style-type: none"> Library policy was adopted in 2010 and has not been updated since. 	<ul style="list-style-type: none"> Library policy is updated in 2022, implemented and reviewed annually 		Update library policy	Annual Review	Annual Review	Annual Review	
			<ul style="list-style-type: none"> Court glossary was adopted in 2020 	<ul style="list-style-type: none"> Court glossary is annually reviewed 	Annual Review	Annual Review	Annual Review	Annual Review	Annual Review	
	1.3. IMPROVED ACCESS TO THE COURT'S PROCEDURES	1.3.1. Judicial service delivery policy is reviewed, adopted and implemented	<ul style="list-style-type: none"> Judicial service delivery policy has not yet been adopted 	<ul style="list-style-type: none"> Judicial service delivery policy is adopted in 2021, implemented and reviewed annually 	Adopt judicial service delivery	Annual Review	Annual Review	Annual Review	Annual Review	Annual judicial service delivery report
			<ul style="list-style-type: none"> 69% of Applications in 2020 were filed electronically 	<ul style="list-style-type: none"> At least 90% of Applications are filed electronically 	70%	75%	80%	85%	90%	
		1.3.2. Relevant information about the Court's procedures is provided to (possible) litigants	<ul style="list-style-type: none"> Online case law database does not yet exist 	<ul style="list-style-type: none"> Online case law database is created in 2023 			Create online case law database	Continuous update	Continuous update	Annual judicial service delivery report
			<ul style="list-style-type: none"> Court Law Report is published annually since 2019 	<ul style="list-style-type: none"> Annual Law Report is published 	Annual publication	Annual publication	Annual publication	Annual publication	Annual publication	
			<ul style="list-style-type: none"> 2% of Court's decisions in all AU working languages have been uploaded to the African Union Common Repository (Archives) 	<ul style="list-style-type: none"> Upload at least 90% of Court's decisions in all AU working languages to the African Union Common Repository (Archives) 	20%	40%	60%	80%	90%	

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
			<ul style="list-style-type: none"> Manual on procedures before the Court has not yet been adopted 	<ul style="list-style-type: none"> Manual on procedures before the Court is adopted in 2021, published and updated biennially 	Adopt Manual on procedure before the Court		Update Manual on procedure before the Court		Update Manual on procedure before the Court	
			<ul style="list-style-type: none"> Frequently Asked Questions (FAQ) is published 	<ul style="list-style-type: none"> FAQ is published and updated biennially 		Update FAQ		Update FAQ		
			<ul style="list-style-type: none"> A new Court website was developed in 2020 	<ul style="list-style-type: none"> Court website is regularly update 	Update continuously	Update continuously	Update continuously	Update continuously	Update continuously	
			<ul style="list-style-type: none"> Database of international and national jurisprudence that cite the caselaw of the Court does not yet exist 	<ul style="list-style-type: none"> Database is created in 2022 of international and national jurisprudence that cite the caselaw of the Court 		Create jurisprudential cross-reference database	Update continuously	Update continuously	Update continuously	
			<ul style="list-style-type: none"> Practice guides on specific rights have not yet been developed 	<ul style="list-style-type: none"> Practice guides are developed from 2022 on specific rights 		Development of practice guides	Development of practice guides	Development of practice guides	Development of practice guides	
			<ul style="list-style-type: none"> Quarterly case law information notes have yet not been published (Although judgment summaries are regularly published) 	<ul style="list-style-type: none"> Quarterly Case Law Information notes are published from 2022 		Publish Quarterly Information Notes	Publish Quarterly Information Notes	Publish Quarterly Information Notes	Publish Quarterly Information Notes	
			<ul style="list-style-type: none"> African Court Research Hub does not yet exist 	<ul style="list-style-type: none"> African Court Research Hub is created in 2022 	Create African Court Research Hub	Update continuously	Update continuously	Update continuously	Update continuously	
			<ul style="list-style-type: none"> Legal Aid SOPs have already been developed 	<ul style="list-style-type: none"> Review the Legal Aid Manual SOPs as necessary 		Review Legal aid SOPs		Review Legal Aid SOPs		
		1.3.3. Legal aid policy is reviewed, adopted and implemented	<ul style="list-style-type: none"> Legal aid policy was adopted in 2016 and has not been updated since 	<ul style="list-style-type: none"> Legal aid policy and its implementation is annually reviewed 	Annual review	Annual review	Annual review	Annual review	Annual review	Annual legal aid report

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
			<ul style="list-style-type: none"> 127 lawyers are vetted and included on the roster of legal counsel 	<ul style="list-style-type: none"> At least 100 more lawyers are vetted and included on the roster of legal counsel (total of 227 lawyers) 	20 (147)	40 (167)	60 (187)	80 (207)	100 (227)	
			<ul style="list-style-type: none"> 93 lawyers of the roster of legal counsel have been trained 	<ul style="list-style-type: none"> At least 100 more lawyers of the roster of legal counsel are trained (total of 193 lawyers) 	20 (113)	40 (133)	60 (153)	80 (173)	100 (193)	
			<ul style="list-style-type: none"> 100% of deserving Applicants benefit from legal aid scheme 	<ul style="list-style-type: none"> At least 80% of deserving Applicants benefit from legal aid scheme 	80	80	80	80	80	
			<ul style="list-style-type: none"> Quality of legal aid provision is regularly monitored and evaluated 	<ul style="list-style-type: none"> Quality of legal aid provision is regularly monitored and evaluated 	Continuous MEAL	Continuous MEAL	Continuous MEAL	Continuous MEAL	Continuous MEAL	
	1.4. EXPANDED USE OF THE AMICABLE SETTLEMENT PROCEDURE BY AT LEAST 10%	1.4.1. Amicable Settlement manual and SOPs are adopted and implemented	<ul style="list-style-type: none"> Amicable settlement manual and SOPs has not yet been adopted 	<ul style="list-style-type: none"> Amicable settlement manual and SOPs are adopted in 2022, implemented and annually reviewed 		Adopt amicable settlement manual and SOPs	Annual review	Annual review	Annual review	Annual amicable settlement report
			<ul style="list-style-type: none"> An amicable settlement has been proposed in 3% of Applications 	<ul style="list-style-type: none"> An amicable settlement is proposed in at least 15% of Applications 	3%	6%	9%	12%	15%	
			<ul style="list-style-type: none"> 0% Applications have been resolved amicably 	<ul style="list-style-type: none"> At least 10% of Applications are resolved amicably 	2%	4%	6%	8%	10%	
		1.4.2. Relevant information on the amicable settlement procedure is provided	<ul style="list-style-type: none"> Amicable settlement practice guide has not yet been developed 	<ul style="list-style-type: none"> Amicable settlement practice guide is published in 2022 		Publish practice guide		Update practice guide		Annual amicable settlement report
		1.4.3. Trainings on amicable settlement are organised	<ul style="list-style-type: none"> 0 Judges, 0 legal officers and 0 lawyers on the Court's roster under the legal aid scheme are trained on 	<ul style="list-style-type: none"> All Judges, all legal officers and Staff and at least 100 of the lawyers on the Court's roster under the legal aid 		Training of Judges, Staff and 25 Lawyers	Training of 25 lawyers	Training of 25 lawyers	Training of 25 lawyers	Annual amicable settlement report

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
			amicable settlement procedures	scheme are trained on amicable settlement procedures						
			<ul style="list-style-type: none"> Training material on amicable settlement procedures have not yet been developed. 	<ul style="list-style-type: none"> Training material on amicable settlement procedures are developed 		Develop training material	Update training material	Update training material	Update training material	
	1.5. ATTAINED AT LEAST 30% COMPLIANCE WITH THE COURT'S DECISIONS	1.5.1. Operationalisation of a compliance monitoring unit	<ul style="list-style-type: none"> Compliance monitoring unit does not exist 	<ul style="list-style-type: none"> Operationalization in 2022 of compliance monitoring unit 		Operationalization in 2022 of compliance monitoring unit	Annual review	Annual review	Annual review	Annual judgment implementation report
		1.5.2. Manual on monitoring of implementation of the Court's decisions is adopted and operationalised	<ul style="list-style-type: none"> 7% of judgments are fully implemented 	<ul style="list-style-type: none"> At least 30% of judgments are fully implemented 	10%	15%	20%	25%	30%	Annual judgment implementation report
			<ul style="list-style-type: none"> Draft Framework for the implementation of judgments of the Court has been developed, however, a manual on monitoring of implementation of the Court's decisions has not yet been developed 	<ul style="list-style-type: none"> Manual on monitoring of implementation of the Court's decisions is adopted in 2022, operationalised and reviewed annually. 		Adopt manual	Annual review	Annual review	Annual review	
			<ul style="list-style-type: none"> Reparation guidelines have been adopted in 2019 	<ul style="list-style-type: none"> Reparations guidelines are implemented and reviewed annually 	Annual review	Annual review	Annual review	Annual review	Annual review	
		1.5.3. Creation of an online database of the implementation of the Court's decisions and an implementation reporting template	<ul style="list-style-type: none"> Online database of the implementation of the Court's decisions does not exist, however, reports on compliance are published annually in the Court's activity report 	<ul style="list-style-type: none"> Online database of the implementation of the Court's decisions is created in 2023 and regularly updated 			Create online database	Continuously update	Continuously update	Annual judgment implementation report

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
			<ul style="list-style-type: none"> Implementation reporting template has not yet been developed 	<ul style="list-style-type: none"> Implementation reporting template is published 		Publication of reporting template		Update template		
2. ENHANCED OUTREACH AND COOPERATION	2.1. CREATED GREATER AWARENESS ABOUT THE AFRICAN COURT AND ITS ROLE IN THE PROTECTION OF HUMAN RIGHTS IN AFRICA	2.1.1. Relevant policies and manuals on the Court's outreach activities are adopted and implemented	<ul style="list-style-type: none"> 56% of AU Member States have ratified the Protocol (31 countries) 	<ul style="list-style-type: none"> At least 15% more AU Member States have ratified the Protocol (total of 71% or 38 countries) 	3% (59%)	6% (62%)	9% (65%)	12% (68%)	15% (71%)	Annual communication report / Annual sensitisation report / Annual media landscape report
			<ul style="list-style-type: none"> 11% of AU Member States have made the Article 34(6) Declaration (6 countries) 	<ul style="list-style-type: none"> At least 15% more AU Member States have made the Article 34(6) Declaration (total of 26% or 14 countries) 	3% (14%)	6% (17%)	9% (20%)	12% (23%)	15% (26%)	
			<ul style="list-style-type: none"> Communication strategy was adopted in 2018 	<ul style="list-style-type: none"> Court's communication strategy is implemented and reviewed annually 	Annual review	Annual review	Annual review	Annual review	Annual review	
			<ul style="list-style-type: none"> Sensitisation Manual has not yet been developed 	<ul style="list-style-type: none"> Sensitisation manual is adopted in 2022, implemented and annually reviewed 		Adopt sensitisation manual	Annual review	Annual review	Annual review	
			<ul style="list-style-type: none"> 44 Sensitisations missions have been undertaken 	<ul style="list-style-type: none"> Sensitisation missions held in at least 10 more countries (total of 54) 	2 (46)	4 (48)	6 (50)	8 (52)	10 (54)	
			<ul style="list-style-type: none"> Media landscape analyses have not yet been conducted 	<ul style="list-style-type: none"> Media landscape analysis is conducted annually 	Annual media landscape analysis	Annual media landscape analysis	Annual media landscape analysis	Annual media landscape analysis	Annual media landscape analysis	
			<ul style="list-style-type: none"> Mailing lists of African Court stakeholders exist, however, a comprehensive network database has not yet been developed 	<ul style="list-style-type: none"> Comprehensive network database of the African Court stakeholder is developed and regularly maintained 	Develop comprehensive stakeholder database	Continuous update	Continuous update	Continuous update	Continuous update	

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
			<ul style="list-style-type: none"> Network database consists of 1000 individuals and organisations 	<ul style="list-style-type: none"> Network database consists of at least 5000 individuals and organisations 	1000 entries (with detailed contact information)	2000 entries	3000 entries	4000 entries	5000 entries	
			<ul style="list-style-type: none"> 2000 visitors of the Court's website per month 	<ul style="list-style-type: none"> At least 10.000 visitors of the Court's website per month 	3000	4000	6000	8000	10000	
		2.1.2. Relevant information for the Court's outreach activities are developed and made available	<ul style="list-style-type: none"> African Human Rights Yearbook has been published annually since 2017 	<ul style="list-style-type: none"> African Human Rights Yearbook is published annually 	Published annually	Published annually	Published annually	Published annually	Published annually	Annual communication report
			<ul style="list-style-type: none"> Joint Law Report of the African, European and Inter-American Courts has been published annually since 2020 	<ul style="list-style-type: none"> Joint Law Report of the African, European and Inter-American Courts is published annually 	Published annually	Published annually	Published annually	Published annually	Published annually	
			<ul style="list-style-type: none"> Courses on the African Court for key human rights stakeholders have not yet been developed in collaboration with universities and research centres 	<ul style="list-style-type: none"> Courses are developed on the African Court for key human rights stakeholders in collaboration with universities and research centres 	Launch Online Course for national and regional Judiciary	Launch Online Course on litigation before AU human rights bodies; Launch Online Course on jurisprudence of AU human Rights bodies	Review and Update Courses	Review and Update Courses	Review and Update Courses	
			<ul style="list-style-type: none"> Information packages have been developed for a general audience; however, tailored packages have not yet been developed for key audiences 	<ul style="list-style-type: none"> Tailored information packages are developed and disseminated to key human rights stakeholders 		Develop and disseminate tailored information packages	Update and disseminate tailored information packages	Update and disseminate tailored information packages	Update and disseminate tailored information packages	
			<ul style="list-style-type: none"> 242 journalists have been trained in Court reporting 	<ul style="list-style-type: none"> At least 250 more journalists are trained in Court reporting (total of 492 journalists) 	50 (292)	100 (342)	150 (392)	200 (442)	250 (492)	
			<ul style="list-style-type: none"> The African Court participates regularly in 	<ul style="list-style-type: none"> Collaborate with AGA Platform 	Contribution to	Contribution to drafting and	Contribution to drafting	Contribution to	Contribution to	

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
			the production and dissemination of reports on the state of human rights and governance in Africa	members to disseminate reports on state of human rights and governance in Africa	drafting and dissemination of reports on of human rights and governance in Africa	dissemination of reports on of human rights and governance in Africa	and dissemination of reports on of human rights and governance in Africa	drafting and dissemination of reports on of human rights and governance in Africa	drafting and dissemination of reports on of human rights and governance in Africa	
	2.2. INCREASED COOPERATION WITH STAKEHOLDERS OF THE AFRICAN COURT	2.2.1. Enhanced cooperation with national human rights stakeholders	<ul style="list-style-type: none"> In 2016, one conferences with AU member states had been organised to celebrate the 10 years existence of the Court 	<ul style="list-style-type: none"> Organise a biennial conference with AU Member States 	Organise conference with AU member states (15 years anniversary of the Court and Implementation of Court's decisions)		Organise conference with AU member states		Organise conference with AU member states	Annual stakeholder cooperation report
			<ul style="list-style-type: none"> A request has been sent out to States to appoint national focal points for the African Court; however, most States have not yet appointed focal points 	<ul style="list-style-type: none"> Appointment of focal points in relevant ministries of State Parties to the Protocol who will coordinate with the African Court's Registry 	10 focal points have been appointed in the respective ministry	17 focal points appointed in the respective ministry focal points	24 focal points appointed in respective ministry	31 Focal points have been appointed in respective ministry	38 Focal points have been appointed in respective ministry	
			<ul style="list-style-type: none"> 6 Inter-institutional agreements (IIAs) have been concluded with national human rights stakeholders (incl. universities, research institutions, National Human Rights Institutes and civil society organisations) 	<ul style="list-style-type: none"> At least 30 more Inter-institutional agreements (IIAs) are concluded with national human rights stakeholders (incl. universities, research institutions, National Human Rights Institutes and civil society organisations) (total of 36 IIAs) 	6 (12)	12 (18)	18 (24)	24 (30)	30 (36)	

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
		2.2.2. Enhanced cooperation with national and regional judiciaries	<ul style="list-style-type: none"> Draft Statute of African Judicial Network has been developed; however, the Draft Statute has not yet been approved by AU policy organs 	<ul style="list-style-type: none"> African Judicial Network is operationalised 		Adoption of Statute of African Judicial Network by AU policy organs	Establish Secretariat of African Judicial Network	Operationalise African Judicial Network	Operationalise African Judicial Network	Annual African Judicial Network report
			<ul style="list-style-type: none"> 4 African Union Judicial Dialogues have already been organised and 70% of their resolutions have been implemented 	<ul style="list-style-type: none"> At least 3 more African Union Judicial Dialogues are organised and at least 90% of their resolutions have been implemented 	Organise Continental Judicial Dialogue; Implement 70% of resolutions	Implement 75% of resolutions	Organise Continental Judicial Dialogue; Implement 80% of resolutions	Implement 85% of resolutions	Organise Continental Judicial Dialogue; Implement 90% of resolutions	
		2.2.3. Enhanced cooperation with the African Commission and ACERWC	<ul style="list-style-type: none"> Annual meetings are held between Court, the African Commission and ACERWC; however, an inter-institutional agreement that guides the different forms of cooperation between the Court, the African Commission and the ACERWC has not yet been developed 	<ul style="list-style-type: none"> Inter-institutional agreement between the African Court, the African Commission and ACERWC is adopted, implemented and annually reviewed 	Annual tripartite meeting	Annual tripartite meeting; Adopt Inter-institutional agreement (IIA) between Court, the African Commission and ACERWC	Annual tripartite meeting; Annual review of IIA between Court, the African Commission and ACERWC	Annual tripartite meeting; Annual review of IIA between Court, the African Commission and ACERWC	Annual tripartite meeting; Annual review of IIA between Court, the African Commission and ACERWC	Annual stakeholder cooperation report
			<ul style="list-style-type: none"> The proposal for granting the ACERWC the standing to seize the African Court was under consideration by the AU policy organs 	<ul style="list-style-type: none"> Ensure that the ACERWC has the standing to seize the African Court on contentious matters 		Protocol amendment to grant the ACERWC the same rights as the African Commission				
		2.2.4. Enhanced cooperation with AGA Platform Members	<ul style="list-style-type: none"> Annual meetings are held between the Court and AGA Platform members, the Rules of Procedure of the AGA Platform have been adopted in 2016; however, inter-institutional agreements that guide the 	<ul style="list-style-type: none"> Inter-institutional agreements between Court and respective AGA Platform Members (incl. APRM, AUCIL, ECOSOCC, PAP, RECs, AUC, AUABC, PSC, AU Development 		Adopt Inter-institutional agreements with AGA Platform Members	Adopt new and annual review of existing Inter-Institutional Agreements (IIAs) with AGA Platform Members	Adopt new and annual review of existing Inter-Institutional Agreements (IIAs) with	Adopt new and annual review of existing Inter-Institutional Agreements (IIAs) with	Annual stakeholder cooperation report

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
			different forms of co-operation between the African Court and the different AGA Platform members has not yet been developed	Agency-NEPAD) are adopted, implemented and annually reviewed				AGA Platform Members	AGA Platform Members	
		2.2.5. Enhanced cooperation with AU Policy Organs	<ul style="list-style-type: none"> Meetings are organised annually where the African Court engages with the AU policy organs; however, inter-institutional agreements that guide the different forms of cooperation between the African Court and the AU policy organs, especially in the area of monitoring execution of judgments, have not yet been adopted 	<ul style="list-style-type: none"> Inter-institutional agreements between African Court and AU Policy organs (Incl. PRC Sub-Committee on Democracy, Governance and Human Rights, STC on Justice and Legal Affairs and Executive Council) are adopted, implemented and annually reviewed 			Adopt Inter-Institutional Agreements with AU Policy organs	Annual review of Inter-Institutional Agreements with AU Policy organs	Annual review of Inter-Institutional Agreements with AU Policy organs	Annual stakeholder cooperation report
		2.2.6. Enhanced cooperation with IACtHR and the ECtHR	<ul style="list-style-type: none"> Inter-institutional agreement between ECtHR, IACtHR and the African Court was adopted in 2019 with a duration of four years 	<ul style="list-style-type: none"> Implement and review biennially the inter-institutional agreements between ECtHR, IACtHR and the African Court 	Implement and review Inter-Institutional Agreement between ECtHR, IACtHR and the African Court	Implement Inter-Institutional Agreement between ECtHR, IACtHR and the African Court	Review and adopt a new Inter-Institutional Agreement between ECtHR, IACtHR and the African Court	Implement Inter-Institutional Agreement between ECtHR, IACtHR and the African Court	Implement and review Inter-Institutional Agreement between ECtHR, IACtHR and the African Court	Annual stakeholder cooperation report
			<ul style="list-style-type: none"> 1 International Human Rights Forum has been organised and 75% of its resolutions have been implemented 	<ul style="list-style-type: none"> At least three (3) more International Human Rights Forums have been organised and at least 90% of their resolutions have been implemented 	Organise International Human Rights Forum; Implement 80% of resolutions	Implement 80% of resolutions	Organise International Human Rights Forum; Implement 85% of resolutions	Implement 90% of resolutions	Organise International Human Rights Forum; Implement 90% of resolutions	

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
		2.2.7. Enhanced cooperation with other international organisations	<ul style="list-style-type: none"> 5 inter-institutional agreements between the African Court and other international organisations have been adopted 	<ul style="list-style-type: none"> At least 5 more inter-institutional agreements between the African Court and other international organisations (including UN agencies and regional organisations) are adopted, implemented and annually reviewed 	Adopt an Inter-Institutional Agreement (IIA) with an International organisation; Annual review of existing IIAs	Adopt an Inter-Institutional Agreement (IIA) with an International organisation; Annual review of existing IIAs	Adopt an Inter-Institutional Agreement (IIA) with an International organisation; Annual review of existing IIAs	Adopt an Inter-Institutional Agreement (IIA) with an International organisation; Annual review of existing IIAs	Adopt an Inter-Institutional Agreement (IIA) with an International organisation; Annual review of existing IIAs	Annual stakeholder cooperation report
3. STRENGTHENED INSTITUTIONAL CAPACITY	3.1. DEVELOPED HUMAN RESOURCES	3.1.1. Human resources development strategy adopted, implemented and reviewed annually	<ul style="list-style-type: none"> AU staff performance management policy was adopted in 2019; however, it does not address all issues relevant to the strengthening of the human resources at the African Court 	<ul style="list-style-type: none"> African Court human resources strategy is adopted in 2021, implemented and annually reviewed 	Adopt African Court human resources strategy	Annual review	Annual review	Annual review	Annual review	Annual human resources report
			<ul style="list-style-type: none"> 79% of positions are filled 	<ul style="list-style-type: none"> At least 95% of positions are filled 	83%	86%	89%	92%	95%	
			<ul style="list-style-type: none"> Staff recognition policy has not yet been adopted 	<ul style="list-style-type: none"> Staff recognition policy is adopted, implemented and annually reviewed 	Adopt staff recognition policy	Annual review	Annual review	Annual review	Annual review	
			<ul style="list-style-type: none"> Internship policy was adopted in 2014; however, it has not been updated since; no fund exists to support the internship programme 	<ul style="list-style-type: none"> Internship policy is updated, implemented and annually reviewed together and a fund is established to support deserving applicants to undertake internships 	Update internship policy	Annual review	Annual review and establishment of an internship fund	Annual review	Annual review	
			<ul style="list-style-type: none"> Induction sessions are organised and relevant induction documents are shared with new Judges and staff; 	<ul style="list-style-type: none"> Orientation manual for new Judges, staff, AU Youth Volunteers and interns is developed and reviewed annually 	Develop orientation manual	Annual review	Annual review	Annual review	Annual review	

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
			however, an orientation manual does not yet exist							
	3.2. OPTIMISED THE USE OF DIGITAL RESOURCES	3.2.1. Information Technology (IT) strategy is implemented and reviewed annually	<ul style="list-style-type: none"> Information Technology (IT) Strategic Plan 2019-2022 was adopted in 2018 	<ul style="list-style-type: none"> Information Technology (IT) Strategy is implemented and reviewed annually 	Annual review	Annual review	Annual review	Annual review	Annual review	Annual IT report
	3.3. ENHANCED KNOWLEDGE MANAGEMENT	3.3.1. Knowledge management strategy is adopted, implemented and reviewed annually	<ul style="list-style-type: none"> Knowledge management strategy has not yet been adopted 	<ul style="list-style-type: none"> Knowledge management strategy is adopted in 2021, implemented and reviewed annually 	Adopt knowledge management strategy	Annual review	Annual review	Annual review	Annual review	Annual knowledge management report
			<ul style="list-style-type: none"> Central knowledge management architecture has not yet been developed 	<ul style="list-style-type: none"> Central knowledge management architecture is developed and maintained 		Develop central knowledge architecture	Continuously update	Continuously update	Continuously update	
	3.4 IMPROVED MATERIAL RESOURCES	3.4.1. Infrastructure development strategy is adopted, implemented and reviewed annually	<ul style="list-style-type: none"> Infrastructure development strategy has not yet been adopted; Architectural plans for a permanent premise of the Court have been developed, however, construction has been suspended <i>sine die</i> 	<ul style="list-style-type: none"> Infrastructure development strategy is adopted in 2022, implemented and reviewed annually 		Adopt infrastructure development strategy	Annual review	Annual review	Annual review	Annual infrastructure report
		3.4.2. Procurement, travel and stores activities are conducted in accordance to the AU rules and regulations	<ul style="list-style-type: none"> Client satisfaction of 98.70% for procurement, travel and stores services 	<ul style="list-style-type: none"> Client satisfaction of at least 90% for procurement, travel and stores services 	90%	90%	90%	90%	90%	Service satisfaction surveys
	3.5 INCREASED FINANCIAL RESOURCES BY AT LEAST 50%	3.5.1. Enhanced sound financial management	<ul style="list-style-type: none"> Finance reports are prepared in a timely fashion 	<ul style="list-style-type: none"> Timely preparation and submission of financial reports 	Timely preparation and submission	Timely preparation and submission of financial reports	Timely preparation and submission of financial reports	Timely preparation and submission	Timely preparation and submission	Annual financial report

Strategic Outcome	Output	Strategic Action	Baseline (2020)	Key Targets for 2025	Key Annual Targets					Means of Verification
					2021	2022	2023	2024	2025	
		3.5.2. Resource mobilisation strategy is adopted, implemented and reviewed annually			sion of financial reports			sion of financial reports	sion of financial reports	
			• Court's budget stands at 10,478,871 USD	• Court's Budget is increased by at least 50%	10%	20%	30%	40%	50%	Annual financial report
			• Court's resource mobilisation strategy has not yet been adopted	• Court's resource mobilisation strategy is adopted in 2022, implemented and reviewed annually		Adopt resource mobilisation strategy	Annual review	Annual review	Annual review	
			• Court's Trust Fund has not yet been adopted	• Court's Trust Fund is adopted in 2023, implemented and annually reviewed			Adoption of Court Trust Fund	Annual review	Annual review	
			• AU Legal Aid Fund has been adopted in 2016, but has not yet been operationalised	• AU Legal Aid Fund is operationalised and annually reviewed		Operationalise AU Legal Aid Fund	Annual review	Annual review	Annual review	
		3.5.3. Internal audit strategy is reviewed, adopted and implemented	• Internal audit strategy has not yet been adopted	• Internal audit strategy is adopted, implemented and annually reviewed		Adoption of internal audit strategy	Annual review	Annual review	Annual review	Annual financial report