

Appendix I

SUMMARY OF STRATEGIES AND PRIORITIES, 2011 – 2014

No.	Strategies and Priorities	Key Performance Indicators	Accountabilities	Milestone	Risk Factors
Goal 1: Consolidate Presence of Association					
1.	Complete adoption of AOMA with observer status in the AU	Signing of MoU	President	December 2012	AU Chairman unwillingness; Schedule of AOMA President
2.	Disseminate Association brochures and promotional materials to reinforce presence and relevance	Evidence of regular dissemination; regional spread of targets	Executive Secretary /Appointed Lead AOMA members/AORC	On-going	Funding; Required Expertise
3.	Conduct of a pre-selected number of promotional and advocacy visits annually	Targets set; successful conduct of visits and reported to Executive Committee	President; Executive Secretary; Appointed Lead AOMA members	On-going	Funding; Schedule of members; affected governments uncooperative
4.	Complete and publish Membership Directory	Directory completed and published	AORC/Executive Secretary	June 2013	Funding; members co-operation
5.	Harmonize relationship / rules with the International Ombudsman Institute (IOI)	Rules harmonised and published	Executive Secretary	June 2013	Expertise required
6.	Organise and hold Biennial Conference as well as other statutory meetings of Association	Successful conduct	Executive Secretary/ President/AORC	On-going	Funding; Secured host country

Goal 2: Increase Membership					
7.	Conduct and publish baseline research on status of ombudsman and ombudsman-like institutions in the continent	Survey completed and published	AORC	December 2013	Funding; Co-operation of offices
8.	Set up programme to monitor and update baseline research	Published Up-dating	AORC	On-going	Funding; Quality of management of AORC
9.	Design appropriate forms and instruments for adopting new members	Designed, adopted, and published. Evidence of use	Executive Secretary	December 2011	Expertise required
10.	Set target of growth of membership, implement and monitor programme to attract new members	Target set; Implementation plan developed; new members recruited	Executive Secretary; <i>all</i> Executive Committee members	On-going	Commitment and drive of Executive Committee members
11.	Implement promotional programmes in countries <i>proposing</i> to set ombudsman offices	Countries identified; Implementation plan developed; programmes implemented	President; Executive Secretary; Appointed Lead AOMA members	On-going	Funding; Schedule of President, Executive Secretary and lead members
Goal 3: Improve Communication and Information Dissemination					
12.	Complete development of AOMA website as an interactive medium	Interactive website competed and functioning	AORC	December 2012	Funding; required expertise
13.	Complete translation of AOMA materials and documents into all the official languages of the Association	Documents translated and published	Executive Secretary/ Appointed Lead AOMA members	December 2013	Funding; required expertise
14.	Secure access of members to electronic copies of all AOMA materials and	Documents and materials off-loaded	AORC	June 2013	Required expertise; quality of

	documents	with secured access			management of AORC
15.	Publish Newsletter periodically	Published Newsletter to good standard	AORC/ Executive Secretary	On-going	Required expertise; quality of management of AORC
16.	Develop promotional materials and disseminate through pre-identified channels	Promotional materials designed; translated; evidence of regular dissemination	Executive Secretary /AORC; Appointed Lead AOMA members	On-going	Funding; required expertise
17.	Create electronic links between all national ombudsman and mediateur offices in Africa to facilitate easy exchange of information	Established links and evidence of use	AORC	December 2012	Required expertise
Goal 4: Mobilize Financial Resources					
18.	Establish a membership fees and subscriptions accounts payable system that is realistic and responsive	System established and functioning	Executive Secretary	December 2012	Expertise required; Executive Secretary's schedule
9.	Secure up-to-date payment of subscriptions and fees by all institutional members within two years	Amount identified; fully lodged in bank account; and reported	Executive Secretary; Appointed Lead AOMA members	December 2013	Co-operation of members
20.	Organise a International Donour Conference to raise awareness about AOMA and secure real financial commitment for the implementation of its Strategic Plan	Conference successfully organised with evidence of genuine commitment	Executive Secretary/ President/AORC	December 2012	Funding; required expertise and advice; donour commitment
21.	Review and establish an efficient financial management system for AOMA and its operations	Good effective system established	Executive Secretary	December 2013	Expertise required; Funding

Goal 5: Institutionalise AORC for Strengthening Offices					
22.	Constitute, define roles and secure operation of Governing <i>and</i> Advisory Boards for Centre	Boards constituted with defined instruments; evidence of functioning	Executive Secretary/ Executive Committee	December 2012	Required expertise to identify and serve; schedule of Executive Secretary
23.	Develop and publish Background Operational Policy on the role and functioning of AORC relative to AOMA Executive Council members and host organisation	Published Policy adopted	Executive Secretary/all Executive Committee	December 2012	Required expertise; schedule of Executive Secretary
24.	Complete hiring of core staffing of Centre, including secure competent specialist skills	Staffing requirements identified and fully engaged	Executive Secretary/AORC Board/University of Kwazulu-Natal	June 2014	Required expertise to hire; Funding
25.	Design and set up operational systems and procedures for the management of human and financial resources	Systems established and supported with published policy and in use	Executive Secretary/ University of Kwazulu-Natal/AORC Board	December 2013	Required expertise; co-operation of University
26.	Determine and equip Centre offices with appropriate infrastructure and facilities	Facilities requirements identified and in place	Executive Secretary / University of Kwazulu-Natal/AORC Board	June 2014	Funding
27.	Develop, adopt and implement Operational Plan of Centre based on AOMA overarching framework	Plan developed; adopted and implemented; Evidence of successful outcome	AORC/ Executive Secretary	December 2011; On-going thereafter	Expertise required; Funding; Quality of Management of AORC
28.	Develop, adopt and implement Capacity-building Needs based on GTZ Survey	Needs identified, adopted; published. Planned	AORC/ Executive Secretary	June 2012; On-going thereafter	Expertise required; Funding; Quality of Management of

		implementation; Number of activities successfully implemented; evidence of improvements in capacity of African offices			AORC; Co-operation of target offices