



AUSC
African Union Sports
Council

**African Union Sports
Council (AUSC)**

**Strategic Plan
2024–2028**

#KEEPMOVINGAFRICA

**TO ACHIEVE THE
AFRICA WE WANT.**



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Abbreviations

ASA	African Sport Architecture
AU	African Union
AUC	AU Commission
AUSC	AU Sports Council
KPI	Key performance indicators
MERL	monitoring, evaluation, reporting and learning
M&E	monitoring and evaluation
PRC	AU Permanent Representatives Committee
QPE	quality physical education
SAB	Sport Advisory Board
SDGs	Sustainable Development Goals
STC–YCS	Specialized Technical Committee on Youth, Culture and Sports
STYIP	AU Second Ten-Year Implementation Plan for Agenda 2063
SWOT	strength, weaknesses, opportunities and threats (Analysis)
S4D	Sport for Development
S4DA	GIZ Sport for Development in Africa Regional Project
TCS4D	Technical Committee on Sports for Development
UNESCO	United Nations Educational, Scientific and Cultural Organization
WADA	World Anti-Doping Agency

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Foreword



The African Union (AU) recognises sports, physical education and physical activity as effective means for promoting education, gender equality, health and well-being, economic development, social cohesion and community development. Acknowledging the important role that sports play in African society, the African Union Assembly of Heads of States and Governments adopted the Statute of African Union Sports Council (AUSC) in 2016, to promote sport development and the development through sports (Sports for Development).

The AUSC Strategic Plan 2024–2028 is a comprehensive framework to guide the continent towards concerted priorities and efforts in that regard. It situates sports in Africa within the broader AU Agenda 2063: The Africa We Want, in line with the Union’s enduring pan-African vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.”

In particular, the Strategic Plan is aligned with the Second Ten Year Implementation Plan (STY-IP) of the Agenda 2063 (2024–2033) and emphasises how sports can contribute to achieving some of the priorities or “Moonshots.” The strategy is also informed by the Union-wide AU Strategic Plan 2024–2028 and highlights how the continent can benefit socio-economically through sports and talent with a focus on the continent’s youths.

Most importantly, the strategic plan operationalises the five pillars of the AU Policy for Sustainable Development of Sports in Africa: (1) Active Africa; (2) Winning Africa; (3) Sustainable

Africa; (4) Innovative Africa; and (5) United Africa, through clearly defined priorities and the way in which success will be measured.

The AUSC Strategic Plan 2024–2028 is a comprehensive five-year strategy that will guide the AUSC’s work and promote a more systematic and comprehensive approach to long-term planning of African sport policy and practice. It sets out clear strategic priorities, goals and objectives for the next demi-decade, and contains tangible indicators with concrete targets and timeframes, laying the basis for a comprehensive AUSC monitoring and evaluation framework.

We need concerted efforts and actions to make a compelling case for the contribution of sports to the African Union Agenda 2063. I therefore call on all stakeholders in the African Union sports architecture, the wider sports movement and civil society organisations (CSOs), to align their priorities and programmes with the Strategic Plan, contributing to the harmonisation of the sector and ensuring that our collective efforts contribute to the goals of ‘The Africa We Want’.

I would also like to encourage international organisations, donors and stakeholders to collaborate with the African Union Sports Council, the five (5) AUSC Development Regions, AU Member States and CSOs in implementing the priorities, as outlined in this Strategic Plan.

The African Union strongly supports the provision of an ecosystem for effective delivery of safe, inclusive, equitable and sustainable quality physical education, sports, physical activity and recreation to Member States, stakeholders and partners in Africa, with integrity and commitment through service excellence and mutually beneficial collaborations.



AMB. AMMA A. TWUM-AMOAH
COMMISSIONER FOR HEALTH, HUMANITARIAN AFFAIRS
AND SOCIAL DEVELOPMENT

Preface



The development of the African Union Sports Council (AUSC) Strategic Plan 2024–2028 commenced with an organisational needs assessment in early 2023, which identified several factors to strengthen the AUSC sports architecture and its coordination and implementation capacities.

In September 2023, the AUSC Technical Committee on Sports for Development (TCS4D) endorsed the development of an AUSC Strategic Plan in line with the overall AU policy framework and strategic planning priorities. This recommendation was endorsed by the AUSC Sports Advisory Board in December 2023.

The process of developing the AUSC 5-year strategic plan 2024–2028 followed a participatory multistakeholder approach. To facilitate the process, a sport development and sport for development expert Task Team was established and coordinated by the AUSC Secretariat. The Task Team comprised representatives of the various stakeholders in the African sports architecture to ensure the development of a strategic continent-inclusive document. The Task Team was technically supported by a team of expert consultants.

Apart from the importance of firmly anchoring the AUSC strategic plan within the African Union policy framework, it was also crucial to ensure thorough consultation with all interested stakeholders within the African sports ecosystem at continental, regional and national levels during 2024. To this end, several feedback loops were integrated into the drafting process of the AUSC Strategic Plan 2024–2028.

Based on a situational analysis and extensive stakeholder consultations, five strategic priorities were identified where sports contributes to the

goals of 'The Africa We Want'. These include good governance and accountability, equity and inclusion, participation, performance, and sustainability. Each of these strategic priorities have clearly defined goals and objectives that will contribute towards specific Moonshots of the Agenda 2063 Second Ten Year Implementation Plan.

The strategic plan is complemented by a digital monitoring and evaluation framework with indicators, target values and timelines operationalising each objective. I call upon all AUSC Development Regions, AU Member States and other stakeholders to enrich to the success of the implementation of the strategic plan through the provision of data for the monitoring and evaluation framework. This will ensure that their contributions towards sports development and sports for development are captured and collectively reported to the African Union policy organs as sports' contributions towards the African Union Agenda 2063 aspirations of The Africa We Want.

Finally, I would like to express my sincere gratitude to all those who dedicated their insights and expertise to the development of the Strategic Plan.

To the Task Team who gave invaluable input and virtuosity, to the expert consultants that facilitated the development of the strategic and digital monitoring and evaluation framework and to the German Development Cooperation who provided technical support through the Sport for Development in Africa (S4DA) Regional Project, implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ).

I would also like to thank all AUSC organs: Regions, Technical Committees and the Sports Advisory Board for leading and steering the process. Lastly, the African Union Sports Council Secretariat for coordinating the overall development of the Strategic Plan.

MS. ANGELA MARTINS

AG. AUC DIRECTOR SOCIAL DEVELOPMENT,
CULTURE AND SPORT

About the African Union Sports Council

The Statute of the African Union Sports Council (AUSC) was adopted by the Twenty-Sixth Ordinary Session of the AU Assembly of Heads of Government on 31 January 2016.

- 1** A specialized Technical Office of the **African Union (AU)** responsible for sports. **Its mandate is the co-ordination** of the African Sports Movement.
- 2** The AUSC is a forum for concerted action between Member States for the promotion and **development of sports and development through sport in Africa.**
- 3** Three **Technical Committees** responsible for providing specialised technical guidance and reporting to the **Sports Advisory Board**: Technical Committee on Sports for Development, Technical Committee for Finance and Technical Committee for the African Games.
- 4** There are **five African Union Sport Development Regions**, namely the Northern, Western, Central, Eastern, and Southern Regions. Each Region develops its own strategies, structures, programs and resource mobilisation mechanisms within the objectives and mandate of the AUSC.
- 5** The **AUSC Secretariat is the administrative organ** of the AUSC located in Yaoundé, Republic of Cameroon. It carries out substantive day-to-day management tasks and provides professional, administrative and logistical support.



Definition of Terms

Clean sport refers to the practice of participating in sport with fairness, and respect for the rules, integrity, and freedom from performance-enhancing drugs, doping, or any unethical means of gaining an advantage. It is closely associated with anti-doping regulations and ethical conduct in sport.

Compliance refers to the act of adhering to laws, regulations, standards, or guidelines set by sporting governing bodies, organizations, or industries.

Equity in sport refers to everybody's fundamental right "to physical education, physical activity and sport without discrimination on the basis of ethnicity, gender, sexual orientation, language, religion, political or other opinion, national or social origin, property or any other basis" (UNESCO 2015, §1 [1.1]).

Equality refers to ensuring fair and equal access and treatment for all individuals in sports, regardless of background and identity, with a focus on removing barriers to participation and promoting inclusion, particularly for disadvantaged groups, while upholding human rights and a zero tolerance for discrimination within the sporting environment. (The Commonwealth, 2024).

Gender equity refers to treating sportsmen and sportswomen fairly based on their needs, experiences and interests including providing equal treatment or different treatment that is considered equivalent in terms of opportunities, benefits, rights and obligations in sport (The Commonwealth, 2024).

Inclusion refers to enabling the participation of women, people with all forms of disability (physical, intellectual), refugees, and demographic groups that are often underrepresented (e.g. youth) as well as marginalized groups based on geography, class/income, race, ethnicity, migrant or refugee status, etc. Inclusion is understood as a sense of belonging, that includes feeling respected, valued for who you are and feeling a kind of supportive energy and a commitment from others. It also involves a commitment to embrace difference and value the contributions of all participants, regardless of their characteristics or background.

Integrity refers to the manifestation of ethics and values which promote community confidence in sports, including fair play and honest performance and outcomes, unaffected by illegitimate enhancements or external interests. It also includes positive conduct by athletes, administrators, officials, supporters and other stakeholders, on and off the sporting arena, which enhances the reputation and standing of sport.

NCDs (non-communicable diseases), as defined by the World Health Organization (WHO), are a group of diseases that are not transmitted from person to person. They include conditions such as cardiovascular diseases, cancers, chronic respiratory diseases, and diabetes. NCDs are often linked to lifestyle factors such as an unhealthy diet, physical inactivity, tobacco use, and excessive alcohol consumption.

Participation in sport refers to the involvement of individuals in organized sports and sports related activities that produce positive health, psychological and social outcomes. Participation ensures that everyone has access to quality sports programs, regardless of their background or ability. This includes the right to actively contribute to a sporting activity or event, including playing/competing; coaching, officiating, administrating, or other enabling roles (paid or volunteer); and/or supporting (e.g., cheering, being a fan, etc.).

Physical activity refers to any bodily movement produced by skeletal muscles that requires energy expenditure (WHO).

Physical education (and quality physical education, QPE) is about peer-led learning and rounded skill development that can enhance educational and employability outcomes. It is also about whole body health which includes physical and psycho-social wellbeing (United Nations Educational,

Scientific and Cultural Organization, UNESCO). It refers to a physical education approach that is grounded in equality of opportunity for all students to access a well-balanced and inclusive curriculum (UNESCO).

Planetary health refers to the health of human civilization and the state of the natural systems on which it depends. It emphasizes the interconnectedness of human health and the environment, advocating for sustainable practices to ensure the well-being of both.

Recreation refers to activities that are primarily undertaken for enjoyment, relaxation and social interaction rather than competitive purposes. They serve to promote physical fitness, compensate for physical inactivity, and enhance the enjoyment of sports.

Safe spaces refer to environments where everyone, especially children and vulnerable adults are protected from harm and harassment, including psychological, sexual and physical abuse. In a safe space, participants feel free to openly express themselves in a confidential environment, without fear of judgment or intimidation. A safe space in sport is an environment where athletes, volunteers and officials feel physically and emotionally secure. It is a place where they are protected from bodily harm, including sexual abuse and preventable sport injuries.

Safeguarding in sport and Sport for Development (S4D) contexts is the responsibility of institutions and organisations to ensure that their staff, volunteers, activities, and programmes do not cause harm to children, youth or vulnerable adults, or expose them to harassment, abuse, neglect or exploitation. Safeguarding is defined as the measures taken to protect the health, well-being, and human rights of individuals, which allow people—especially children, young people and vulnerable adults—to live free from abuse, harm and neglect.

Social cohesion is a multidimensional concept that, according to the United Nations Commission for Africa (UNECA 2016, vii), involves several elements, including trust, equity, beliefs, acceptance of diversity, perceptions of fairness and respect. Following the UN Development Programme (UNDP 2020, 16), “social cohesion is the extent of trust in government and within society and the willingness to participate collectively toward a shared vision of sustainable peace and common development goals”. International development partners of the African Union specifically use sport as an arena to strengthen social cohesion.

Sport is a human activity involving physical exertion and skill as the primary focus of the activity, with elements of competition or social participation where rules, patterns of behaviour and organisations governing the activity that is generally recognized as a sport.

Sport for all is a movement “promoting the Olympic ideal that sport is a human right for all individuals regardless of race, social class and sex. It seeks to pursue the promotion of health, fitness and well-being through sport activities which can be adapted to people of all ages, both sexes and different social and economic conditions, despite local and regional cultures” (African Union 2008, 13). Or, as UNESCO puts it, the practice of physical education and sport is “a fundamental right” for all (UNESCO 2015, §1 [1.1]).

Sport for development (S4D) is an intentional use of sport and physical activity as enablers for specific developmental objectives promoting the aspirations of the AU Agenda 2063. The Africa We Want (Sustainable Development Goals).

Sustainability means the ability to maintain or support a process continuously over time. The AU strongly supports various, interdependent and mutually reinforcing dimensions of sustainability, in particular socio-economic development and environmental sustainability.



INTRODUCTION

Through Agenda 2063. The Africa We Want, the African Heads of State and Government at the Golden Jubilee of the African Union (AU) in 2013 recommitted themselves to the enduring pan-African vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena” (AU Commission 2015, §4). Sport, physical education and physical activity as an effective means to promote education, peaceful coexistence, gender equality, health and well-being as well as community development, are an important element for achieving the aims of Agenda 2063.

The AUSC Strategic Plan 2024–2028 firmly aligns the development of the AU Sport Architecture (ASA) with Agenda 2063, the Second Ten-Year Implementation Plan (STYIP) of Agenda 2063, and the AU-wide Strategic Plan 2024-2028. The revised AU Policy Framework for Sustainable Development of Sport in Africa (2023) provides strategic guidance.

This AUSC Strategic Plan is intended to be a comprehensive five-year strategy (2024-2028) to guide the work of the AUSC and promote a more systematic and comprehensive approach to long-term planning of African sport policy and practice. In essence, the strategic plan describes how an organizational re-engineering of the AU sport ecosystem can be achieved by setting strategic priorities, goals and objectives for the next five years, identifying tangible indicators with baselines and concrete targets, as well as a monitoring and evaluation framework. The AUSC Strategic Plan 2024–2028 is designed to lay the foundation for policy alignment and implementation of initiatives across the continent. It aims to be holistic (i.e. focusing on all aspects of the AU Sport Architecture), but at the same time remain realistic, pragmatic and straightforward.

1.1 Mandate

The AUSC, as a specialised technical office of the AU, is mandated to coordinate concerted action among AU Member States (MS) to promote the development of sport and development through sport in Africa. The Statute of the AUSC came into force following its adoption by the AU Assembly in January 2016. The AUSC is the successor to the Supreme Council for Sport in Africa (SCSA), which was established in 1966 and dissolved in 2013. The AUSC Secretariat is based in Yaoundé, Republic of Cameroon. The AUSC is composed of the five AU Sport Development Regions and continental sport organisations recognised by the AUSC. The main organs of the AUSC are the Sport Advisory Board (SAB) and three technical committees (Finance, S4D and African Games). Political oversight is provided by the Specialised Technical Committee (STC) on Youth, Culture and Sport. Within the AU Commission (AUC), the AUSC Secretariat is part of the Department of Health, Humanitarian Affairs and Social Development (HHSD).

1.2 Vision and Mission Statements



We are an inclusive African hub for sustainable, accessible, innovative, and high-performing sport, Sport for Development, physical activity, and recreation.



We provide an ecosystem for the effective delivery of safe, inclusive, equitable and sustainable quality physical education, sport, physical activity, and recreation to our members, stakeholders, and partners in Africa with integrity and commitment through service excellence and mutually beneficial collaborations.



The AUSC fully embraces the African Union values. It is committed to:

1. Respect:

We stand for diversity and teamwork.

2. Pan-Africanism:

We have Africa at the heart of all our operations.

3. Integrity:

We place transparency, accountability, fairness, and impartiality as the core of our work.

4. Efficiency:

We maximise our impact through continuous improvement and smart resource management.

The AUSC also embraces the principles and values associated with clean and safe sport.

1.3 Methodology

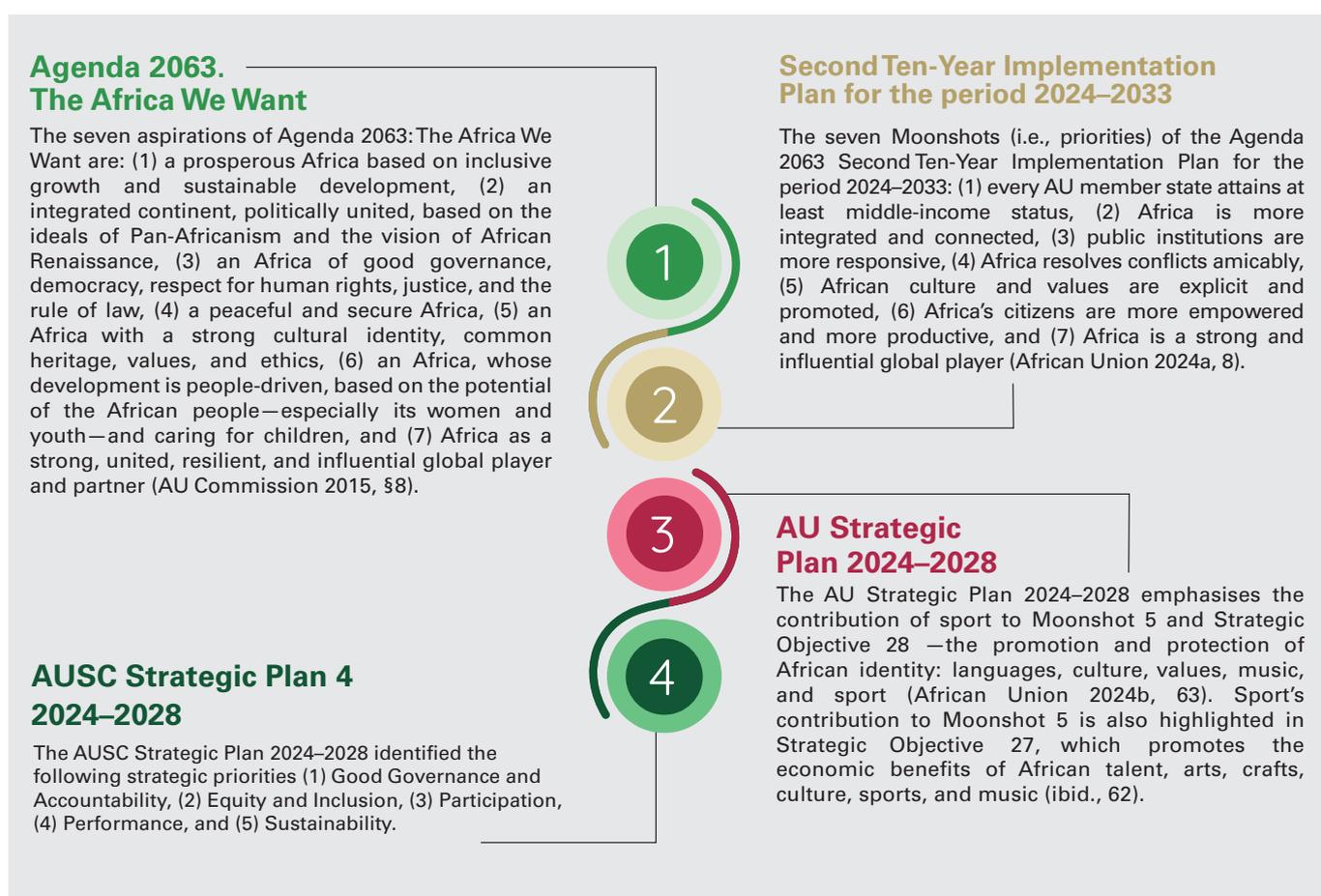
Based on the recommendations of the AUSC SAB in December 2023, the AUSC Secretariat constituted a Task Team, consisting of representatives of the African sport ecosystem (government, civil-society, athletes, practitioners, and academia) to guide the drafting process of the AUSC Strategic Plan 2024–2028. The Task Team followed a participatory approach while conducting a detailed situational analysis and continent-wide consultations with key stakeholders in the African sport ecosystem using digital means, capturing the voices of athletes and young people, and closely aligning the Strategic Plan with the African Union’s policy for implementing Agenda 2063: The Africa We Want.

The first step in developing the AUSC Strategic Plan 2024–2028 was a multistakeholder analysis of the strengths, weaknesses, opportunities, and threats (SWOT) of the AU Sport Architecture. The details are presented in Section 2 of this Strategic Plan.

The second step involved consulting a wide range of key stakeholders of the AUSC and the broader African sports movement. Between January and October 2024, several face-to-face and virtual consultations were held with key stakeholders at regional and national levels. Perspectives and needs were gathered to inform the strategic priorities of the plan, particularly from athletes, youth, women, and persons with disabilities. Further consultations and validation meetings were conducted with AU Sport Development Regions and various sport associations.

The AUSC Strategic Plan 2024–2028 is aligned with the AU Agenda 2063: The Africa We Want, the AU STYIP of Agenda 2063 (2024–2033), and to the AU-wide Strategic Plan 2024–2028 (see Figure 1).

Figure 1: Cascading strategy frameworks



In the AU-wide Strategic Plan (2024-2028), emphasis is placed on the contribution of sport to Moonshot 5 and Strategic Objective 28 – which concerns the promotion and protection of African identity – languages, culture, values, music, and sport (African Union 2024b, 63). The most important activity in this context is the popularisation and implementation of the Policy Framework for the Sustainable Development of Sport in Africa in Member States, alongside efforts to increase revenue generated through the marketing and sponsorship of the African Games. Sport’s contribution to Moonshot 5 is also highlighted in Strategic Objective 27, which promotes the economic benefits of African talent, arts, crafts, culture, sports, and music (African Union 2024b, 62).



RATIONALE

2.1 Situational Analysis

An organisational needs assessment conducted by the AUSC, in collaboration with external consultants in the first half of 2023, revealed that although impressive progress has been made in fully implementing the African Union sports architecture—as detailed in the 2016 Statute of the African Union Sport Council (African Union 2016)—some areas are still a work in progress. Not all elements of the overall AUSC structure are fully in place: the five AU Sport Development Regions are at different stages of operationalisation. While Region 5 (Southern Africa) has been working effectively for 25 years, the other four Regions still require further operationalisation. Two of the three Technical Committees (Finance and African Games) are in the process of being fully operationalised. The AUSC Secretariat is operational, though facing financial and operational limitations due to the pending finalisation of its internal structures. The factors listed below hinder effective coordination, harmonisation, and policy implementation capacities (see Figure 2).

Figure 2: SWOT Analysis



2.2 Scope

The AUSC aims to harness sport to contribute towards the realisation of the objectives of Agenda 2063: The Africa We Want and the attainment of the Pan-African vision of an integrated, prosperous, and peaceful Africa. The AUSC Strategic Plan 2024–2028 outlines a comprehensive roadmap for leveraging the transformative power of sport as a catalyst for Africa’s socio-economic development and enhanced social cohesion. By prioritising governance and accountability; equity and inclusion – with a focus on the empowerment of women, youth, marginalised groups, and persons with disabilities; participation; performance; and sustainability – the plan seeks to improve the quality of life and well-being of all African citizens through sport and sport-related value chains. It further aims to elevate African athletes to global competitiveness while promoting socio-economic development and environmental sustainability, ultimately positioning Africa as a thriving and dynamic sporting continent.

Overall Strategy- Reinvention

The AUSC aims at redesigning the African sports ecosystem that is dynamic, adaptable and capable of thriving for effective delivery of new structural designs, operational technologies and sports products. The reinvention strategy will be driven by the four principles of flexibility and adaptability; data-driven decision making; a customer-centric approach and innovation and creativity.



STRATEGIC PRIORITIES

The AUSC has identified five strategic priorities where sport can make a significant contribution towards the attainment of the goals and aspirations of Agenda 2063 and the broader socio-economic transformation of the continent (see Figure 5). These five strategic priorities are:

1. **Good Governance and Accountability**
2. **Equity and Inclusion**
3. **Participation**
4. **Performance**
5. **Sustainability**

Strengthening institutional capacities –including human resources, technology, and funding for the AUSC Secretariat –and operationalising all five AU Sport Development Regions and the three Technical Committees forms the foundation for achieving the broader objectives of the AUSC Strategic Plan 2024–2028.

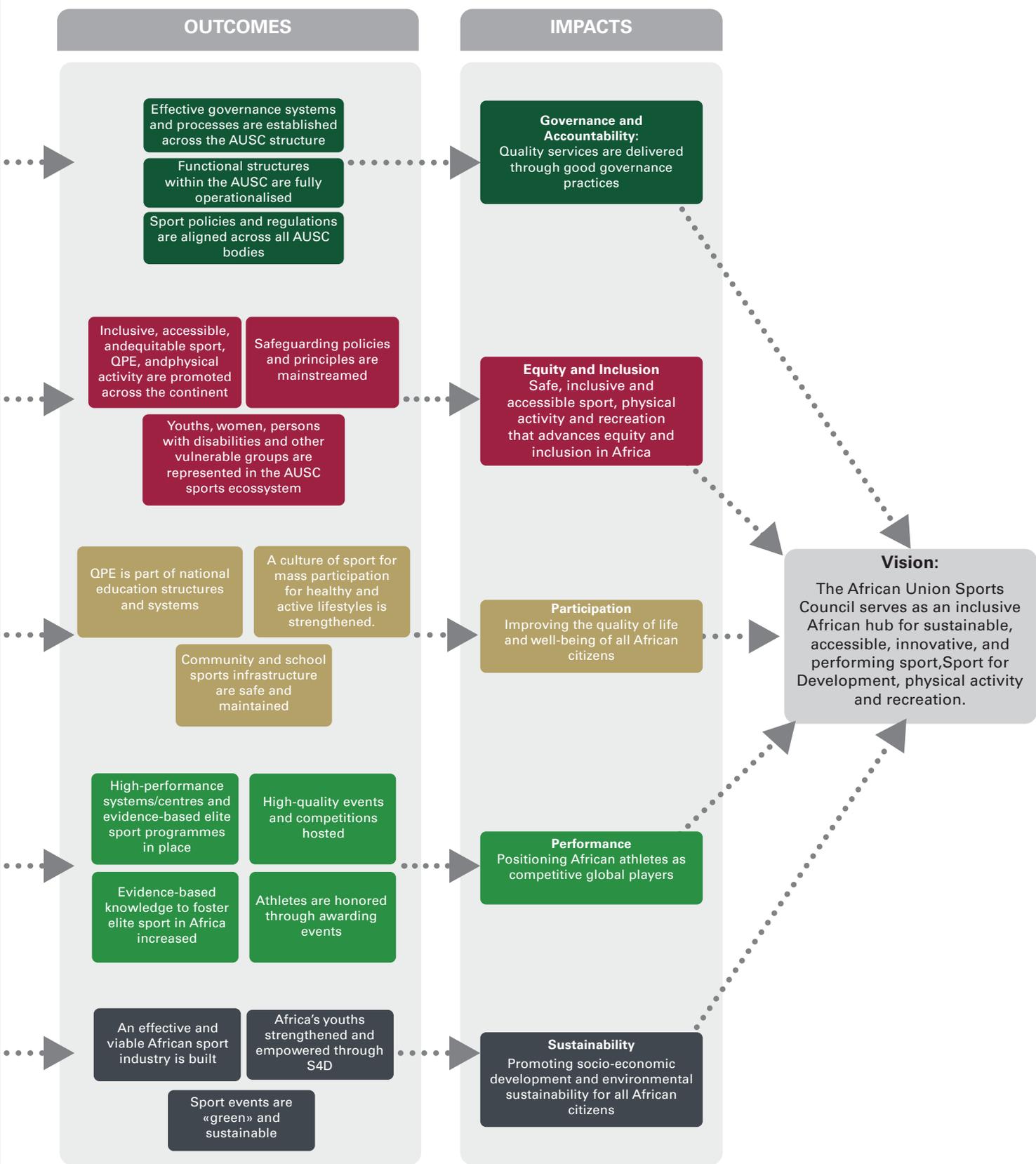
Figure 3: The 5 Strategic Priorities at a Glance



Theory of Change

Figure 4: Theory of Change





Strategic Priority 1: GOOD GOVERNANCE AND ACCOUNTABILITY

Strategic Priority 1 focuses on addressing structural and systemic challenges within the African Union’s sport architecture. It aims to provide high-quality services to African citizens through the implementation of good governance practices and the development of an effective and accountable AUSC governance structure. Strategic Priority 1 is intended to further optimise and operationalise functional structures throughout the AUSC, such as enhancing the functionality of the AU Sport Development Regions and Technical Committees, and developing and aligning sport legislation, policies, and regulations across the AU sport architecture. Additionally, it calls for the implementation of effective governance systems and processes, including the development of governance standards for AU Sport Development Regions and their Member States. Strengthening the AUSC’s coordination function is essential to achieving this strategic goal.

Strategic Priority 1 contributes to the achievement of several Moonshots of the AU STYIP under Agenda 2063:

- 2 “Africa is more integrated and connected”
- 3 “Public institutions are more responsive”
- 6 “Africa’s citizens are more empowered and more productive”
- 7 “Africa is a strong and influential global player”



Strategic goal: To deliver quality services through good governance practices

Strategic objectives:

- 1.1 Optimise and operationalise functional structures across the AUSC
- 1.2 Establish and align sport legislation, policies and regulations across the AUSC
- 1.3 Strengthen the coordinating role of the AUSC Secretariat
- 1.4 Improve and strengthen stakeholder engagement by involving athletes, coaches, and sports practitioners in governance processes to better reflect the interests of the Member States

Strategic Priority 2: EQUITY AND INCLUSION

Strategic Priority 2 addresses the need to mainstream equity and inclusion for all African citizens in sport, physical activity and recreation. It aims to leverage the power of sport to contribute towards gender equality and inclusion – not only on the “playing field” but also in society. Strategic Priority 2 focuses on inclusive, accessible and equitable participation in sport and physical activity across the continent. Furthermore, it emphasises the establishment and mainstreaming of safeguarding policies and principles throughout Africa, enhancing safeguarding capacity within AU Sport Development Regions and Member States. It also promotes the development and implementation of tools and systems to empower youth, women, marginalised groups and persons with disabilities, ensuring their active participation in sport while contributing to personal growth and community development. By adopting a human rights-based approach, sport can become a powerful tool for social integration and the promotion of equality among refugees and displaced populations. Strategic Priority 2 contributes to the following Moonshots:



- 3 “Public institutions are more responsive” and promote and protect human and people’s rights
- 5 “African culture and values are explicit and promoted” and “improve respect for diversity”
- 6 “African citizens are more empowered and more productive” and “promote gender parity and youth inclusivity”.

Strategic goal: To deliver safe, inclusive and accessible sport, physical activity and recreation that advance equity and inclusion across Africa

Strategic objectives:

- 2.1 Promote inclusive, accessible, and equitable sport, quality physical education, and physical activity across the continent
- 2.2 Establish and mainstream safeguarding policies and principles across Africa
- 2.3 Develop and implement tools and systems to empower youth, women and persons with disabilities, ensuring their active participation while contributing to personal and community development

Strategic Priority 3: PARTICIPATION

Sport has inherent and well-documented benefits in promoting physical activity, mental well-being, and overall health. Strategic Priority 3 aims to leverage the power of sport for physical and mental health. Through the promotion of mass participation — Sports for All — and the strengthening of institutional sport, recreation and community-based activities, this priority provides an opportunity to reduce the prevalence of non-communicable diseases (NCDs), encourage healthier lifestyles, and improve public health outcomes in order to enhance quality of life while strengthening resilience among all African citizens. Furthermore, the implementation of QPE programmes supports the holistic development of children and youth, equipping them with essential social and life skills needed for success in the workforce. Additionally, the promotion and preservation of traditional sports and indigenous games celebrates Africa's heritage, identity, and cultural diversity, while also fostering social cohesion and mutual respect among diverse communities across the continent. For sport to fulfill its positive impact on individuals and society, the creation of community sport infrastructure and safe spaces is crucial.



Strategic Priority 3 contributes to the following Moonshots:

- 1 “Every AU Member State attains at least middle-income status”
- 3 “Public institutions are more responsive”
- 5 “African culture and values are explicit and promoted”
- 6 “African citizens are more empowered and more productive”, which also entails increased access to affordable and quality healthcare

Strategic goal: To improve the quality of life and well-being of all African citizens

Strategic objectives:

- 3.1 Strengthen inclusive institutional sport and recreation programmes that foster participation across all demographics and promote the health and resilience of all citizens
- 3.2 Develop and implement Quality Physical Education (QPE) and Sports for All policies and programmes
- 3.3 Promote Africa's heritage, identity, and cultural diversity across the continent
- 3.4 Develop and maintain community sports infrastructure and safe spaces

Strategic Priority 4: PERFORMANCE

Strategic Priority 4 focuses on the dimension of sporting excellence and performance, with the goal of positioning African athletes as competitors in international sports events. It aims to develop effective high-performance systems and programmes, such as talent identification and development, as well as elite sport initiatives that promote clean sport and athlete excellence. By integrating life skills into sports programmes, athletes not only enhance their athletic abilities but also gain the competencies needed to navigate various aspects of life, contributing to their overall personal growth and development. The priority area focuses as well on organising and hosting high-quality events and competitions including national, regional, and African Games. In addition, AUSC seeks to establish itself as a knowledge platform for sport science research. Furthermore, it aims to develop policies on sport incentives and recognition for athletes across the continent, while seeking to leverage on the legacy of African athletes and sport practitioners.



Strategic Priority 4 contributes to the following Moonshots:

- 2 "Africa is more integrated and connected"
- 5 "African culture and values are explicit and promoted"
- 7 "Africa is a strong and influential global player".

Strategic goal: To position African athletes as competitive global players

Strategic objectives:

- 4.1 Develop and implement high-performance sport systems and programmes
- 4.2 Organise and host high-quality national, regional, inter-regional, and continental events and competitions
- 4.3 Promote research on sport
- 4.4 Develop and utilise sport performance analytics, leveraging data and technology systems
- 4.5 Develop and implement capacity-building programmes for sports personnel
- 4.6 Develop policies on sport incentives and athlete recognition

Strategic Priority 5: SUSTAINABILITY

Strategic Priority 5 concentrates on the multiple dimensions of sustainability in and through sport. It aims to drive socio-economic development and environmental sustainability through sport, physical activity and recreation for all African citizens. This priority seeks to build and strengthen an effective and viable African sport industry by fostering mutually beneficial partnerships with the private sector and civil society. It also aims to develop and implement effective S4D structures and programmes, including initiatives that promote peace and social cohesion through sport. Additionally, Strategic Priority 5 focuses on using sport as a tool to advance planetary health and climate action. Furthermore, it aims to establish tools and regulations that ensure that sport events in Africa are sustainable, supporting benchmarking systems and their practical implementation across AU Sport Development Regions and Member States.



Strategic Priority 5 contributes to the following Moonshots:

- 1 "Every AU Member State attains at least middle-income status";
- 2 "Africa is more integrated and connected";
- 4 "Africa resolves conflicts amicably";
- 6 "Africa's Citizens are more empowered and more productive".

Strategic goal: To foster the socio-economic development and environmental sustainability through sport, physical activity, and recreation for all

Strategic objectives:

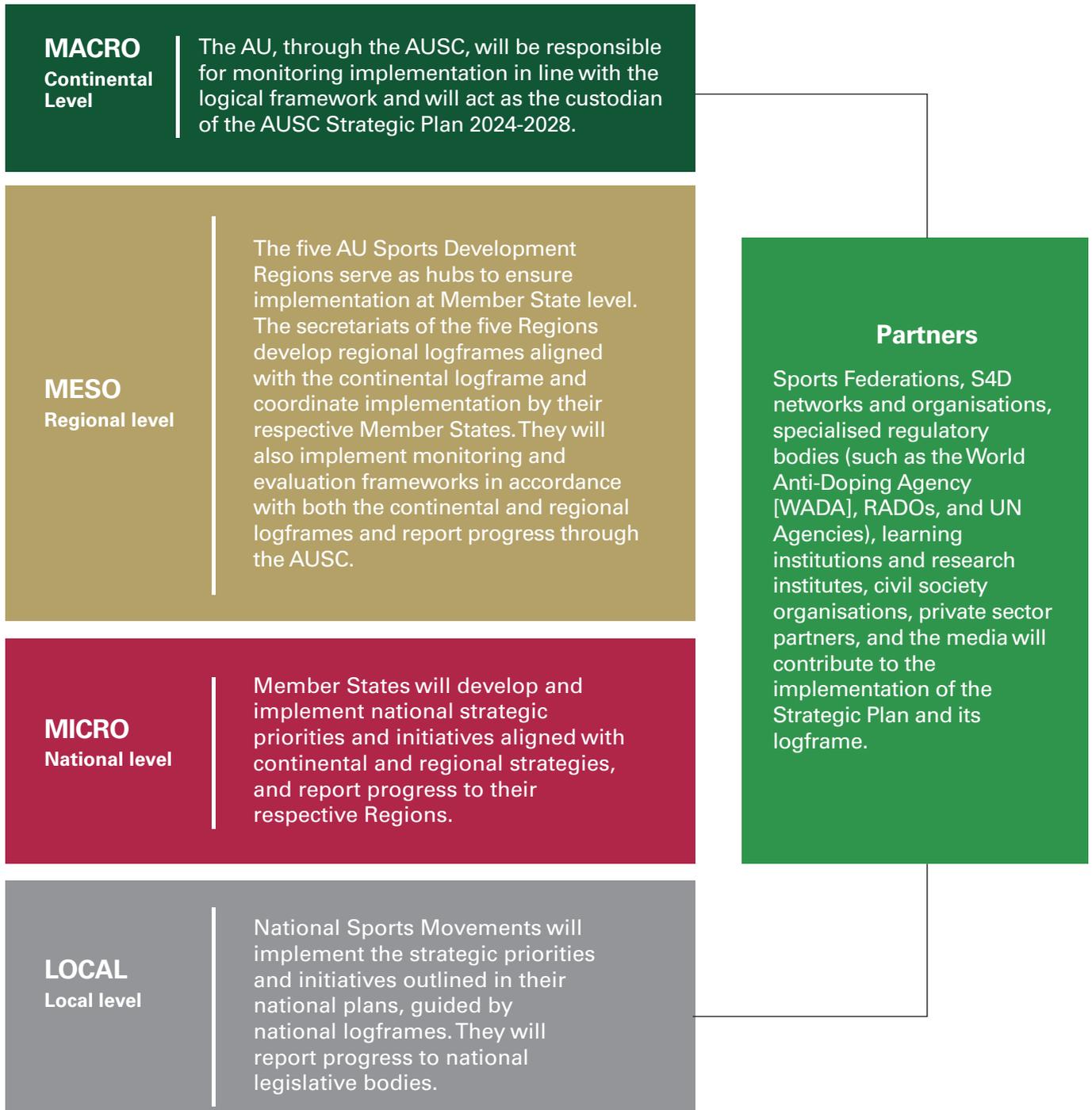
- 5.1 Build a business model that strengthens an effective and viable African sports industry
- 5.2 Develop and implement effective Sport for Development (S4D) structures, systems, and programmes
- 5.3 Develop systems, structures, tools, and guidelines that ensure the sustainability of sport events in Africa



IMPLEMENTATION FRAMEWORK

The implementation of the AUSC Strategic Plan 2024–2028 follows the roles and responsibilities set out in the Statute of the African Union Sport Council (African Union 2016). Under the auspices of the Specialized Technical Committee on Youth, Culture and Sports (STC-YCS), the initiatives laid out in this plan are to be implemented as illustrated in the figure below.

Figure 5: The Implementation Framework at a Glance





THE MONITORING, EVALUATION, REPORTING AND LEARNING PLAN

Implementation of the AUSC Strategic Plan 2024–2028 will be continuously monitored and evaluated through analysis of planned and actual results.

Periodic assessments will be conducted in accordance with provisions of the AU Policy Framework for the Sustainable Development of Sport in Africa (African Union 2023, p. 20).

The SAB also recommended that a general reporting system should be established by and for the AUSC.

To effectively monitor the implementation of this Strategic Plan, the overall Monitoring & Evaluation system foreseen in the revised AU Policy Framework needs to be operational.

Guided by the logical framework of the AUSC Strategic Plan (see annex 1), the AU Sport Development Regions will report to the AUSC Secretariat on a semi-annual basis.

The Strategic Plan will be subject to a mid-term review in 2026. Prior to the mid-term review, robust baseline data will be established.



RESOURCE MOBILISATION AND PARTNERSHIPS

In 2012, the AU Permanent Representatives Committee (PRC) emphasised that the main source of income for the programme budget of the AUSC Secretariat is the revenue generated through the marketing of the African Games (AU Council 2012a, §33).

In addition, the 2016 Statute of the AU Sports Council states that the AUSC will mobilise “resources from extra-budgetary sources in accordance with the AU Financial Rules and Regulations” for the African Sports Development Fund to support the development of sport and S4D across the continent (African Union 2016, §28[2]).

The Statute also states that each region shall develop its own strategies, structures, programmes, and resource mobilisation mechanisms within the objectives and mandate of the AUSC (African Union 2016, §25). Furthermore, the 2023 AU Policy Framework for the Sustainable Development of Sport in Africa “encourage[s] Member States to fund the implementation of sport policy priorities” (African Union 2023, 3[1]b).

The AUSC Secretariat and AUSC Regions have developed strong relationships with several multilateral (e.g. UNESCO, and the Commonwealth Secretariat) and bilateral international partners (e. g. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH).

The SAB has called upon the AUSC Secretariat and the AUSC Regions to further strengthen both multilateral and bilateral partnerships. There is also a recognised need for both the AUSC Secretariat and the AU Sport Development Regions to strengthen partnerships with the private sector.



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