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**DRAFT MATRIX OF MODALITIES FOR IMPLEMENTATION OF THE
CONCLUSIONS OF THE 4TH JOINT RETREAT OF
THE AUC AND THE PRC**

**DRAFT MATRIX OF MODALITIES FOR IMPLEMENTATION OF THE CONCLUSIONS OF
THE FOURTH JOINT RETREAT OF THE AFRICAN UNION COMMISSION (AUC)
AND THE PERMANENT REPRESENTATIVES COMMITTEE (PRC)**

A. On “WORKING TOGETHER TOWARDS INTEGRATION”

	RECOMMENDATIONS/ CONCLUSIONS	ACTION TAKEN/TO BE UNDERTAKEN	PROPOSED ACTORS	RESULTS	TIME FRAME	REMARKS
1	Recommend to the decision-making organs for the Member States and the Commission to have Integration as part of their core mandate, and must report on how their line functions contribute towards integration.	<ul style="list-style-type: none"> AUC Retreat (14-16 Feb. 2015) reaffirmed that the raison d'être of the AU is integration Implementation of the Abuja Treaty and Minimum Integration Programme (MIP) which are cross cutting projects Integration to be always part of the Assembly agenda and to be debated in closed session 	AUC/PRC	Integration gradually fulfilled	Continuous	Integration is the raison d'être of the African Union so it has to be the focus of the debate at all times
2	i) Build and promote the Pan African mind-set through formal and informal education and raise the visibility and awareness of	<ul style="list-style-type: none"> Fridays of the Commission, normally organized by the Department of 	AUC/PRC	<ul style="list-style-type: none"> Member States and other Stakeholders fully 	<ul style="list-style-type: none"> Continuous 	

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	the African Union amongst the African citizenry, in order to fast-track integration.	<p>Economic Affairs, to be organized jointly by PRC and AUC - to discuss all themes related to Agenda 2063</p> <ul style="list-style-type: none"> • Encourage Member States to play the AU Anthem and host the AU flag; • Member States to identify national focal points and communicate the 	AUC/PRC	<p>sensitized on the AU Agenda 2063, its first 10-Year implementation plan and all major AU Programmes and Projects</p> <ul style="list-style-type: none"> • AU Symbols made more visible and domesticated by Member States and the citizens • Sound and 	<ul style="list-style-type: none"> • During the first 10-Year implementation plan 	<ul style="list-style-type: none"> • Member States to be encouraged to also fly on their car AU pennants along the national ones; • Making AU more visible to the African Citizenry • DIC to use earmarked money for that purpose; • Have a dedicated Radio/TV at AU; • Need to ensure equitable geographical distributions of AU Institutions/activities. <p>AU Desks in Member States to communicate on</p>

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	<p>ii) Recommend the establishment of national focal points to promote the work of the AU and popularize the integration agenda.</p>	<p>contacts to the AUC</p> <ul style="list-style-type: none"> Promote AU Clubs and Model AU series at national, REC and continental level Produce appropriate radio and TV documentaries at national level AUC to appoint staff as a focal point in the Secretariat of RECs Recall the implementation of the recommendation 		<p>regular communication ensured by or actors on the ground</p> <ul style="list-style-type: none"> Feasibility increased towards better participation of citizens in the AU Affairs Smooth interaction, synergy and 		<p>major programmes and activities of the AU; AU to provide relevant messages for dissemination by Member States within their countries</p> <ul style="list-style-type: none"> AUC to produce Radio/TV programmes to be disseminated by MS within their countries Efforts at Regional level be extended to Continental level. Need to produce integration index

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		of Ministers in charge of Integration on creating Ministries/structures for integration at national level		complementary at national, regional and continental level		
3	iii) Mainstream integration into the work of the PRC and the AU Commission through monitoring and periodic updates on the status and challenges of integration.	<ul style="list-style-type: none"> The AUC and PRC to develop a matrix for the follow up on the implementation of Decisions and reporting is done every Summit. The matrix has 2 parts: part 1 to be completed by the Commission and Part 2, by the Member States; PRC to sensitize Member States on the need to fill the matrix and report on implementation of decisions 	AUC/PRC	First 10-Year Development Plan		<ul style="list-style-type: none"> Most Implementation takes place at national and regional levels Assessment of performance of Member States in the implementation of decisions pertaining to integration disseminated in a sensitization effort

B. ON “SERVICE DELIVERY AND STRENGTHENING RELATIONS BETWEEN AUC AND THE PRC”

	RECOMMENDATIONS/ CONCLUSIONS		ACTION TAKEN/TO BE UNDERTAKEN	PROPOSED ACTORS	RESULTS	TIMEFRAME	REMARKS
1	<i>Institutional capacity issues: African Union Commission</i>	a) Human Resources Management: transparent, professional and fair recruitment system; streamlined retention and separation procedures; implementation of the quota system; succession planning; performance management, with appropriate consequences, rewards or sanctions; staff mobility (within context of approved structure), motivation and job satisfaction and the promotion of multi-lingualism amongst AU staff.	<ul style="list-style-type: none"> • A structural review is on-going to look at all those aspects; • AUC to clarify and inform about all issues referred under the preceding column and specific actions taken on them; • AUC to put in place sound and transparent procedures in tackling those issues. 	AUC/ PRC	Streamlined structures, Human Resources Management tools, procedures and methods of work		<ul style="list-style-type: none"> • There is need to ensure that the Sub-Committee on Administrative and Budgetary matters functions properly.

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	b) Structural review of the AUC with a view to ensuring effective and efficient fulfilment of its mandate, including reviewing the Maputo Structure.	<ul style="list-style-type: none"> Part of the restructuring exercise; On-going exercise undertaken by the Sub-Committee on Structures and Consultants 	AUC/PRC			New structures should be informed by the overall rationalization of the workings of the AU Organs based on AU Agenda 2063 and its first 10-year implementation plan
	c) Consider whether the current numbers of Commissioners are adequate (raised in Adedeji report), in relation to the Mandate of the Commission as set out in the Constitutive Act and the Statutes of the Commission.	<ul style="list-style-type: none"> The on-going review process of the Rules of Procedure of the policy organs to include this aspect; On-going preparation for the Ministerial Retreat slated for 12-13 May 2015 in Mekelle, Ethiopia; Assessment of 	AUC/PRC			<ul style="list-style-type: none"> This has a relationship with the whole restructuring exercise which should also look at the number of portfolios and the review of the Statutes of the Commission The ACBF assessment

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			<p>capacity needs of the AU with regards to implementation of AU Agenda 2063 being carried out by ACBF;</p> <ul style="list-style-type: none"> • Need to establish specific timelines for this review exercise 				and restructuring exercise to be synchronized with the exercise being carried out by the AUC
		d) Strengthening the AU archives to ensure continuity, institutional memory and preservation of history.	<ul style="list-style-type: none"> • A project proposal has been developed to revive, revitalise, modernize and standardize the AUC archives operations and services 	AUC			
		e) Strengthening the Office of the Secretary General by providing an appropriate	<ul style="list-style-type: none"> • Part of restructuring exercise • Need to indicate clearly 	AUC in cooperation with the PRC and its Sub-	Effective and efficient Office	As a priority	<ul style="list-style-type: none"> • OSGC is critical given its mandate and it is important for

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		structure, staffing, and equipment.	<p>the shortcomings, the required manpower to prioritize action on this requirement</p> <ul style="list-style-type: none"> • OSGC to engage closely with the consultant to come-up with an appropriate structure • Reduce the number of agenda items to focus on core issues and reduce the number and frequency of meetings as well as merging some • Respect timeline for submission of reports by AUC and for the PRC to 	Committee on Structures and on Administrative, Budgetary and Financial matters (ABF)			it to be provided with the capacity to effectively and efficiently deliver

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			<p>consider them as soon as processed</p> <ul style="list-style-type: none"> • During meetings, need to stick to time limits agreed on and not unnecessarily over stretch • Reduce the number of speakers including during the opening ceremonies 				
		f) Strengthening the Conferences Directorate, including printing, translation and interpretation services, to ensure timely circulation of documents in all AU working languages	<ul style="list-style-type: none"> • Follow-up with the Deputy Chairperson Office to report • Need to coordinate with the OSGC in this process • Provide adequate and competent staff • Provide the necessary equipment 	AUC in cooperation with PRC and its relevant Sub Committees (Structures and ABF)	Effective and efficient systems		The overall supervision should be done by the Office of the Deputy Chairperson but it is important that this be done in collaboration with OSGC which carries out the secretarial

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			<ul style="list-style-type: none"> Ensure rationalization of the meetings 				functions on behalf of AUC
2	<i>Institutional capacity issues: Permanent Representatives Committee</i>	a. Provide secretariat support to the PRC and PSC as well as office space for the Chairpersons of PRC and PSC	<ul style="list-style-type: none"> To strengthen capacity of OSGC with requisite human manpower to service PRC and higher decision-making organs (Executive Council and Assembly) – Part of the Structure review AUC will ensure the provision of space within the available office facilities to Chairpersons of the PRC and PSC; Need for 	AUC in cooperation with PRC and its relevant Sub Committees (Structures and ABF)	More efficient way of performing and better coordination between the Organs	<p>Continuous.</p> <p>Study to be expeditiously submitted by the AUC to Sub-Committee on</p>	<ul style="list-style-type: none"> PRC being the Organ which prepares for the Executive Council sessions leading to Assembly, it is required to be an effective and efficient Organ to ensure that higher Organs' work is adequately facilitated; Issue of quorum should be settled in an effective manner as

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			<p>rationalization of the work of all the Organs including the procedures.</p> <ul style="list-style-type: none"> • Need for rationalization of Partnerships and therefore to finalize the study 			<p>multilateral Cooperation for appropriate recommendations to PRC and higher Organs</p>	<p>all MS are assumed to be permanently represented at the AU;</p> <ul style="list-style-type: none"> • If need be, Rules of procedure should be revisited to settle this recurrent issue in a most appropriate way
		<p>b. More thematic debates in the PRC on strategic and substantive matters, to ensure robust debate before matters are taken to Summit.</p>	<ul style="list-style-type: none"> • PRC to make proposals together with Commission suggesting some strategic topics to be debated, especially in light of the decisions on Agenda 2063 • Need for the Assembly to 	<p>PRC Bureau with support of OSGC and the Commission as a whole</p>	<p>Effective and Efficient PRC</p>	<p>Continuous</p>	<p>PRC is expected to make appropriate recommendations with the support of the AUC</p>

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			<p>debate the issues of integration (free movement of people, infrastructure), peace and security, implementation of treaties and decisions, funding of the AU, partnerships among others to be identified</p> <ul style="list-style-type: none"> • Need for the PRC to be briefed regularly by the AU Commissioners on major developments in their fields of competence to facilitate constant and strategic engagement of Member States 				

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			on the same; Need to systematize the current practice of the briefing the PRC by the monthly Chairs of the PSC to ensure constant engagement by all Member States in these important matters				
		c. Support to Chairpersons of Subcommittees by AUC technical experts.	<ul style="list-style-type: none"> It is already agreed that Focal Departments are assigned to service the PRC Sub-Committees to provide the expertise in a constant manner, working closely with the respective Chairs of Sub- 	Concerned Focal Department s in coordination with Chairs of Sub- Committees	Efficient and effective PRC Sub- Committees	continuous	<ul style="list-style-type: none"> Where Sub-Committees are made of all Member States, the latter should fully participate so as to make the PRC debates on the same subjects lighter and not repetitive

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			Committees on their requirements				since all MS are expected to have contributed; <ul style="list-style-type: none">As stated above, the issue of quorum should be assumed ensured since all MS are permanently represented at the AU, while at the same time the AUC would ensure that meetings are notified within the set deadlines
		d. Assessment of Member States contributions should be in line with the budget cycle.	<ul style="list-style-type: none">To provide timely information on status of contributions and send	AUC	Ensure adequate funding of all the activities of the Union		<ul style="list-style-type: none">There is need for judicious utilization of fundsPRC is

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			<p>reminders as and when required</p> <ul style="list-style-type: none"> • Member States to pay their contributions timely and abide by the rules with a view to improving the efficiency of the Union • Need to implement the decision on the review of the sanctions regime • Need to come up with a clear road map on the implementation of the decision of the Assembly on Alternative Sources of Funding • Need to 				<p>required to monitor implementation of Decisions by the AUC as well as its activities in this regard;</p>

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			<p>rationalize areas of interventions of partners' funds and to ensure full accounting of these funds; in this regard to undertake a thorough and transparent evaluation of their use and fields of intervention to assess their impact, value addition and beneficiation</p> <ul style="list-style-type: none"> • Convene at least 2 meetings between the PRC and the AUC to monitor progress in implementation of decisions 				

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3	<i>Interface between Permanent Representatives and their Capitals</i>	a) Timeous information about activities, inputs and mandates required.	<ul style="list-style-type: none"> Regular information provided to PRC by the Commission on new developments; Commission to brief PRC in a timely manner on emerging and emergency issues 	AUC as a whole, OSGC as coordinating Office for communication with Member States			
4	<i>Working Methods</i>	a) Determination of policy direction and policy making process in the Union rests with Member States on the authority of the Assembly of HOSG.	<ul style="list-style-type: none"> In line with decision Assembly/AU/Dec. 567 (XXIV) on Streamlining of AU Summits and methods of work of AU Organs, propose lasting measures to improve methods of work, rationalizing agendas and decisions of 	AUC/OSGC /OLC in consultation with PRC	Efficient PRC		The Ministerial Retreat slated for 12-13 May 2015 will have to review all proposals aimed at streamlining the AU Summits as requested by the Assembly in January 2015 and a report submitted to the Assembly in June 2015

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			<p>policy organs, policy of invitations to external partners, better management of time, reducing Summit side/parallel events; review Rules of procedure as may be required to improve work methods and procedures.</p> <ul style="list-style-type: none"> As stated above, to emphasize the need to make a decision on a permanent quorum as is the case at the United Nations in view of the fact that Ambassadors are Permanent Representative 				

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			<p>s to the AU</p> <ul style="list-style-type: none"> The need to find a way of ensuring that the meetings of the PRC proceed in case of absence of members of the Bureau to ensure efficiency and enable MS present to carry out their duties; in this regard, revisit the existing rules to take into account such a situation. 				
		<p>b) Reports and documents to be prepared on time, in appropriate working languages</p>	<ul style="list-style-type: none"> All Departments to abide by the timelines given by OSGC from time to time; Documents to be provided to 	<p>AUC as a whole; OSGC to coordinate</p>			

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			Member States at least 30 days before the Summit meetings; 5 days for the usual meetings of the PRC; Circulate immediately documents that are ready for discussion by PRC without waiting for the marathon preparatory meetings before the Summit				
		c) Decisions and conclusions agreed by Member States and policy organs at meetings are not to be modified.	<ul style="list-style-type: none"> Summaries to be made at end of each PRC meetings to be agreed by it, ensure no alteration of the same; being understood that higher Organs i.e. Executive 	AUC as a whole; OSGC to coordinate			

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			Council or Assembly may review the proposals/ recommendations as per their prerogatives in taking their final decisions				
6	<i>Rationalization of Summit programs to improve effectiveness</i>	a) Rationalization of agendas of two annual summits, in January summit to deal with policy (think-tanking) and in July summit with implementation.	<ul style="list-style-type: none"> • AUC will present proposals at the appropriate time • Need to limit the number of speakers at opening and closing ceremonies in line with the rules and to do away with past practice; • Need to ensure that meetings start and finish on time, and respect time limits (3 	AUC and PRC to agree on the issues to be proposed for each of the 2 yearly Summits for recommendation to EX. CL.	Efficient and effective method of work	Continuous	Work in progress

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			<p>minutes for PRC and Executive Council and 5 minutes for Assembly, with exception to presenters who could be provided 7 to 10 minutes)</p> <ul style="list-style-type: none"> • Need to critically review the list of invitees in particular special guests, including the parameters of their participation and frequency to avoid having always the same guests and in particular in the case where Member States are taken away on bilateral 				

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			<p>talks during Summit, thus disrupting their full participation in AU debates; such bilaterals should be organized outside the AU meetings premises</p> <ul style="list-style-type: none"> • Need to look at the issue of newly elected HOSG taking the floor. In this regard, this could be limited to outgoing Presidents; • Need to review the frequency of the meetings of the Committees of the Assembly and the Executive Council • Need to review the number of 				

	RECOMMENDATIONS/ CONCLUSIONS		ACTION TAKEN/TO BE UNDERTAKEN	PROPOSED ACTORS	RESULTS	TIMEFRAME	REMARKS
			<p>side/parallel events and the requirements of attendance by the HOSG, in particular those organized by non-Member States</p> <ul style="list-style-type: none"> • Need to ensure that the AUC, not staff of MS concerned, prepares the first draft and talking notes for the Chair of the Union when the latter needs to speak on AU issues during press conferences or when addressing foreign audience on behalf of AU 				
		b) Improve decision-making processes	<ul style="list-style-type: none"> • Gradual implementation 				Most implementation

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		by implementing and building on the 2011 Malabo Summit decision approving the Guidelines on Preparation, Adoption and Reporting on Implementation of Decisions. Improve management of drafting through the development of terms of reference, in order for Member States to take full ownership of the Drafting Committee, so that there is consistency and integrity in the decisions presented to different organs during Summits.	<p>has been obtained.</p> <ul style="list-style-type: none"> Need to improve as we go along towards fully observing the guidelines adopted in Malabo Decision EX.CL/Dec. 650 (XVII) (July 2011) 	AUC/OSGC			takes place at national level
		c) Rationalize meetings of Committees of the Assembly and Executive Council,	<ul style="list-style-type: none"> Need to continue proposing same line of action, though 	AUC/PRC			A draft will be presented to the Committee before presentation to

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		such as African peer Review Mechanism Summit, Committee of Ten, Committee of African Heads of State and Government on Climate Change (CAHOSCC), Ministerial Committee on Candidatures, Ad Hoc Ministerial Committee on Scale of Assessment, to become annual, rather than at every Summit, and NEPAD Heads of State and Government Orientation Committee (HSGOC) to be held at one of two summits and once in any other member country of HSGOC	<p>some Committees keep insisting that they should meet as happened at the January 2015 Summit;</p> <ul style="list-style-type: none"> • AUC and PRC to come up with specific proposals for the Committees to meet when 				the higher organs

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	d) Rationalize time allocated to guest speakers, numbers of observers and guests to ensure greater efficiency of Summits and reduce number of side-events during the Summits. Guests to be invited to Opening Session only, and discourage bilateral meetings at Summit premises.	<ul style="list-style-type: none"> Continue with efforts to limit interventions for Guest Speakers in strict observance of Rule 10 of the Rules of Procedure, except in situation where there is added value and beneficiation to the theme under debate 	AUC/OSGC			
	e) Ensure side events with greater involvement of AU core stakeholders - women, youth, business, civil society, and ensure that AU specialized agencies and institutions, and regional institutions are profiled during these meetings.	<ul style="list-style-type: none"> This will be enforced while number of side events are reduced so as not to overload the agenda of the Summit and to avoid proliferation of decisions which cannot be implemented 	AUC/OSGC			A proposal will be presented before the next Summit
	f) Operationalization	<ul style="list-style-type: none"> STCs being 	AUC/All			

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		of Specialized Technical Committees (STCs)	operationalized . <ul style="list-style-type: none"> Rationalize agendas of various STCs based on priorities for 2015-2016, SP 2014-2017 and agenda 2063 	focal Department s to closely cooperate for better harmonizati on			
7	Communications	a. Communications with African citizens: raise with relevant Ministers, regional institutions and the private sector, the need for regular information sessions about AU programs on national and private broadcasters so that the AU informs, communicates and involves the African citizenry	1. Linkage with MS: <ul style="list-style-type: none"> Item to be included to the STC Communication and ICT to sensitize the Ministers to open their public broadcasting services on regular bases to AU activities, messages, programmes. Note Verbale to all MS who did not yet do so, to nominate a 	DIC/ AUC Communica tion Cluster/ MS Communica tion Focal Persons ECOSOCC			

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			<p>staff/diplomat within their Embassies in Addis Ababa as communication and information focal point. The MS communication focal point will be the interface between the MS and the AU (DIC.) Tasked to work closely with DIC, he/she will follow AU activities, collect and send the useful information to local broadcaster. This specific “mechanism” will strength the AU communication system.</p> <ul style="list-style-type: none"> • Note Verbale to 				

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			<p>Ministers in charge of Information and Communication (Media) of all AU MS seeking to reserve a slot in their public media, at least for special programmes in specific occasions: AU Summits, AU Day, Africa Day...</p> <ul style="list-style-type: none"> MS (Public broadcasters and National Agencies) to accredit a team of reporters to the AU, like the main media outlets are doing. To date, only Ethiopia, Kenya and Nigeria have accredited journalists 				

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			<p>based in Addis Ababa, while the main International Media houses have their own bureau (Reuters, VOA, AFP....</p> <ul style="list-style-type: none"> • Organise a sensitisation workshop (information session) for the AU Ambassadors in Addis Ababa. • Sign MoU with private broadcasters who are doing business and are less motivated by the image and the visibility of the AU than by their own business. It should be win - win 				

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			<p>partnership.</p> <p>2. Linkage with Civil Society Organisations (CSOs):</p> <ul style="list-style-type: none"> • Through ECOSOCC: Organise sensitisation campaigns to involve actively the African CSOs in the continent and the Diaspora into the AU visibility. • Create core group of friendly journalists to the AU as part of media liaison which will be a group of national broadcasters and CEO of TV/Print/Radio etc. at national 				

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			<p>levels.</p> <ul style="list-style-type: none"> • AU to produce video/audio programs and documentaries on the AU to be distributed to Ministries of Communication via PRC. • Liaise with event organizer in national territories when the AU delegation is participating or organizing a meeting in the MS to provide wide coverage and live TV/Radio programs on thematic issues to be addressed by the AUC resource persons. 				

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	b. Investments in and improved use of technology to foster effective communications for AUC, PRC and AU Headquarters.		AUC/MIS			
	c. Ensure timely distribution of documents and reports in all AU working languages.	<ul style="list-style-type: none"> All AU official documents received by DIC are posted on AU Web Site timely and available to be applauded easily by all users if needed. DIC is circulating Information e-mails to all Embassies as soon as a Press release or any information note is issued. E-mails also alert MS Embassies on audio visual 	DIC			

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		and live stream products.				
	d. In order to improve implementation of AU decisions and popularization of the integration agenda, Member States to be encouraged to establish communications, implementation and monitoring mechanisms at national levels	<ul style="list-style-type: none"> Please refer to point 1 above. 	AUC/PRC			
	e. Add webpages for the Chairpersons of the AU and PRC on the AU website, including information on previous Chairpersons.	<ul style="list-style-type: none"> This is already done for the Chairperson Office; Once the PRC Office is set up, the PRC will be able to also have its website 	AUC/PRC			
	f. Monthly briefings by the Commission and regular/quarterly	On-going	AUC in coordination with PRC			

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		briefings by the Chairperson, Deputy Chairperson and Commissioners of the Commission to the PRC.					
8	Gender equality	<p>a. Involve more women in mediation and preventive diplomacy in order to improve the image of the AU as role model in gender equality</p> <p>b. Ensure also that women contribute to all sphere of socio-economic and political endeavors</p>	On-going	WGDD and PSD to propose ways			

2015

Draft matrix of modalities for implementation of the conclusions of the 4th joint retreat of the AUC and the PRC

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