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**EXECUTIVE COUNCIL
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EX.CL/456(XIV)

**REPORT OF THE COMMISSION ON THE ADMINISTRATIVE ISSUES
REFERRED TO THE COMMISSION BY THE 11TH EXTRAORDINARY
SESSION OF THE EXECUTIVE COUNCIL ON THE AUDIT OF THE
AFRICAN UNION**

REPORT OF THE COMMISSION ON THE ADMINISTRATIVE ISSUES REFERRED TO THE COMMISSION BY THE 11TH EXTRAORDINARY SESSION OF THE EXECUTIVE COUNCIL ON THE AUDIT OF THE AFRICAN UNION

I. INTRODUCTION

1. At its Thirteenth Ordinary Summit held in Sharm El Sheikh, Egypt, from 27 to 28 June 2008, the Executive Council, through its Decision EX.CL/Dec.420 (XIII), directed as follows:

1. **REQUESTS** the Commission, with regard to the matters referred to it by Council, to implement those that are purely administrative in nature, linked to the internal processes of the Commission, and do not have any financial implication;

2. **FURTHER REQUESTS** the Commission, with regard to the recommendations with structural, financial and long-term implications to work out, in consultation with the PRC the modalities of implementation and to report thereon to the next ordinary session of the Executive Council scheduled for January 2009.

2. From the foregoing, the Commission has started the implementations of those recommendations of purely administrative nature. The report under consideration reflects some actions already taken and the status of other actions under process.

3. This report also identifies matters that require consultations with the PRC, particularly on those recommendations with structural, financial and long-term implications. .

4. In this regard, the PRC meeting from 26 to 28 November 2008 is to examine the relevant issues, in consultation with the Commission, with a view to reaching appropriate implementation modalities for such matters.

II. CATEGORIZATION OF DECISIONS

3. The Executive Council' directives on each of the 159 recommendations of the Report of the High-Level panel on the Audit of the African Union could be categorized as follows:

1. Recommendations that have been rejected by the Executive Council: **20** (1,4,7,9,11,36,38,39,52,53,71,72,73,84,85,86,103,132,133,158). No action is expected on these recommendations;

2. Recommendations that have been accepted: **74**, including 22 that have been amended by Council which are bold and underlined: (2,3,5,6,**8,10**,12,13,14,15,**16**,17,18,**19**,20,21,22,23,24,25,27,28,29,30,31,32,33,34,35,**37,40,62,64**,65,**66,67**,75,**83,87,88**,92,**101**,104,105,111,112,113,114,115,116,117,118,119,120,121,122,123,124,125,126,**127**,128,**129,130**,131,134,**135,136,137**,138,142,**143**,144,**149**);

3. Recommendations referred to the Commission:**57**, including those purely administrative (**38**) and those with structural, financial and long-term implications (**19**)

that are underlined and bold:
(44,44,45,46,47,48,49,50,51,54,55,56,57,58,59,60,61,63,68,69,70,74,76,78,79,80,81,
,82,89,90,91,93,94,95,96,97,98,99,100,102,107,108,109,110,145,146,147,150,151,1
52,153,154,155,157,159);

4. Recommendation referred to the PRC: **1** (No.106)
5. Recommendation where no decision was taken: **1** (No. 26);
6. Recommendations withdrawn by the Panel itself: **6** (41,42,139,140,141,148);
7. New Recommendation adopted by the Executive Council: **1** (No.141 bis).

4. In conclusion, the Matrix that follows gave specific indication of what action was taken in case of recommendations that have been accepted and those recommendations of purely administrative nature that have been referred to the Commission. In case of recommendations that have structural, financial and long-term implications, the Commission has also indicated the current status and actions required that need to be considered by the PRC and other relevant Policy-Organs.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
Assembly	1. The Assembly should revert to one ordinary annual session. If necessary, an Extraordinary Session can be convened as appropriate.	1. Assembly	Rejected. Maintain two annual Summits, one of which is thematic	
	2. The Assembly should endeavour to adopt a thematic approach to its annual meetings and in each meeting announce the theme of the subsequent meeting	2. Council, PRC, Commission with inputs from AU organs and RECs	Accepted	Done. This is the current practice and as was evidenced in the last Summit at Sharm el Sheikh, where food security was proposed as the theme for July 2009 Summit.
	3. The first substantive item of each Summit should be dedicated to the consideration and review of the implementation of previous decisions.	3. Assembly, Council	Accepted	This will be implemented w.e.f January 2009. (Initially focus will be on the Sharm el Sheikh Assembly and Executive Council Decisions and Declarations.
	4. In order to ensure policy continuity, the Chairperson of the Assembly should, henceforth, serve for two years.	4. Assembly	Rejected. The term of office of the Chairperson of the Assembly should be one year with a possibility of extension	
	5. The Heads of State and Government should, after each Summit, endeavour to report on the decisions reached at summits to their populace, Assemblies and National Commissions for Integration.	5. Heads of States and Government, Ministries in charge of Integration	Accepted	It is proposed that a reporting format is designed by the Commission to the implementation of the recommendation by Member States.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Reco mmendations of the Executive Council	Action taken / Proposals by the Commission
	6. A mechanism should be put in place for monitoring the implementation of the Assembly's decisions at various levels.	6. Commission, Council, RECs, Heads of States and Governments	Accepted	A proposal will be prepared by the Commission for consideration at the July 2009 Summit.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
Executive Council	7. The Executive Council should be re-designated as a Council of Ministers.	7. Assembly to make decision, Commission to prepare the legal documents in consultation with PRC	Rejected. Maintain the Executive Council as it is.	
	8. Sectoral ministers according to the agenda will attend meetings of the Executive Council	8. Assembly to decide	Accepted as amended	This is now the practice.
	9. The Ministers of Foreign Affairs will constitute one of the Councils of Ministers and in the event that the agenda of a Council of Foreign Affairs Ministers involves elements pertinent to other sectors, relevant Ministers will be invited to join	9. Assembly to decide	Rejected	
	10. The brief for each Specialized Technical Committee (STC) will flow from the powers and functions of the Executive Council stipulated in Rule 5 of the Rules of Procedure.	10. Assembly to decide	Accepted as amended	A study has been completed by the Commission and will be presented at the next Summit meetings for consideration.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
Specialised Technical Committees	11. The sectoral Council of Ministers will substitute the STCs as provided for under Article 14 (3).	11. Assembly, Council	Rejected. Put in place STCs in accordance with the relevant provisions of the Constitutive Act and finalise the study on their configuration and number. Member States are invited to carry out the necessary consultations to this effect in accordance with decision EX.CL/Dec.316 (X).	This is related to the study referred to in Recommendation 10 above.
Pan African Parliament	12. The PAP should comply with Decision 98 of the Council which was confirmed by Assembly Decision 39(III);	12. Assembly, Commission, Council	On-going action accepted	This was further clarified by Decision EX.CL/Dec.448 (XIII) at Sharm el Sheikh. PAP has been advised to take appropriate action in this regard.
	13. The Clerks of National Parliaments should immediately inform PAP of the cessation of the membership of their Parliamentarians whose tenure expires;	13. Member States, national and regional parliaments	Accepted	PAP was advised to report on status and action taken in this regard.
	14. PAP should put in place policy guidelines on its relations with other organs of the Union subject to the concurrence of the other organs of the Union and the approval of the Assembly.	14. PAP, Commission, Assembly, AU organs	Accepted	PAP has completed its new Strategic Plan, which outlines its relations with other organs. (This should be considered by the Executive Council and Assembly).

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	15. The Code of Conduct for PAP members identified, as a deliverable for 2005 should be finalized.	15. PAP	Accepted	PAP was advised to report on status accordingly.
	16. The PAP President should present reports to the Assembly through the Executive Council and to the PAP on the AU Summit outcomes.	16. PAP	Accepted as amended. The African Court of Human and Peoples' Rights will also report to the Assembly through the Executive Council	Implemented.
	17. PAP should work closely with regional Assemblies to streamline their activities	17. PAP, regional Assemblies	Accepted	PAP was advised to report accordingly.
African Court of Justice and Human Rights	18. The process of merging the African Court of Justice with the African Court on Human and Peoples' Rights should be accelerated.	18. Assembly, Council	Accepted	The Assembly adopted the Protocol on the merger at the Sharm el Sheikh Summit (Decision: Assembly/AU/Dec.196 (XI)). The Commission highlights the need to adopt the recommendations of the Ministers of Justice/ Attorneys General made at their Conference in Kigali on 4 th November, 2008 in this regard.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	<p>19. The African Court of Justice should be established with the competence to function as African Court of Appeal (old recommendation of the Panel). The process of merging the African Court of Justice (ACJ) and the African Court of Human and Peoples' Rights (AfCHPR) should be accelerated. Once fully established and developed, possibility of giving it the competence to function as an African Court of Appeal should be explored. However, the jurisdiction of the Court should be decided by the Conference of Ministers of Justice in order to avoid jurisdictional conflict between this Court on the one hand, and national and regional courts on the other. (new recommendation of the Panel)</p>	<p>19. Assembly, Executive Council</p>	<p>Accepted as reformulated by the Chairperson of the Panel of Justice</p>	<p>Appropriate report will be submitted after the Court is fully established and developed</p>
	<p>20. The competence of the Court should be accepted by all Member States of the AU</p>	<p>20. Member States</p>	<p>Accepted</p>	<p>There is need to ensure early entry into force of the Protocol and its implementation.</p>
	<p>21. The Assembly and the Executive Council should ensure that decisions of the Court are complied by Member States</p>	<p>21. Assembly, Council, Member States</p>	<p>Accepted</p>	<p>The Commission will be looking into the possibilities of development of practical modalities to implement the recommendation.</p>
	<p>22. Member States should accept the oversight role of the ACHPR</p>	<p>22. Member States</p>	<p>Accepted</p>	<p>ACHPR is to advise on appropriate strategies for it to fully play such a role . ACHPR has been advised accordingly.</p>

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	23. The ACHPR should review its partnership arrangements with non-African actors with the view to correcting the perception of being overly donor-dependent	23. ACHPR	Accepted	ACHPR has been advised to report on action taken in this regard.
	24. The ACHPR should review its budget proposal to the AUC with a view to allocating more of its resources for the delivery of its mandate	24. AUC, ACHPR	Accepted	This was implemented w.e.f., 2008 Budget.
	25. It would be important for ACHPR to establish links with other Organs of the AU	25. ACHPR	Accepted	ACHPR was advised accordingly and is to report on action taken.
	26. Consideration should be given to the adoption of a non-renewable mandate for the Commissioners for one term of office for six years only.	26. AUC, ACHPR	2 options proposed. (i) Maintain the status quo by keeping the Charter as it is (ii) reduce the mandate to three years renewable once and modify the Charter accordingly.	Consultations between AUC and ACHPR are ongoing.
	27. Article 19 of the Protocol establishing the Peace and Security Council should be used to ensure enforcement of the recommendations of the ACHPR	27. ACHPR	Accepted	Consultations between AUC and ACHPR are ongoing on measures to be taken for consideration by the competent Organs in this regard.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	28. The Union should ensure that its judicial Organs are provided with the necessary qualified and experienced human resources as well as other material and financial resources to enable them discharge their mandate effectively	28. AUC, PRC and Council	Accepted	This has been initially implemented through enhanced budgetary provisions w.e.f. 2008 Budget. Additional support should be considered by the competent Organs.
	29. State Parties should be reminded of their obligation to grant authorization to staff members of the ACHPR to visit their countries	29. Member States	Accepted	ACHPR was advised to report on status.
	30. The ACHPR and the AfCHPR should ensure that they work closely together in order to avoid duplication of efforts.	30. ACHPR and AfCHPR	Accepted	ACHPR and AfCHPR have been advised to report on status.
The Financial Institutions	31. The setting up of an ad hoc Committee of Experts, comprising representatives of three countries selected to host the three financial institutions (Cameroon, Libya and Nigeria), AACB, the AU Commission, UNECA, AfDB and the RECs. The Committee, which should be presided by an independent person who is committed to pan-Africanism, will prepare a roadmap for the establishment of the three financial institutions.	31. Assembly, AUC, AACB, UNECA, AfDB, host countries	Accepted	The Ad-Hoc Committee of Experts on the African Investment Bank in Tripoli was established in June 2008. For the African Monetary Union, the Memorandum of Understanding (MOU) was signed with Cameroon in July 2008. Recruitment of Experts is underway and they are expected to be in place end of January 2009. As for the African Central Bank, the MOU has been finalised with Nigeria and was signed on 25 November 2008, after which recruitment process for Experts would start.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	32. The ad hoc Committee should submit a roadmap within a timeframe of two to three months. The roadmap will be submitted to the mechanism proposed in Chapter 12.	32. The ad hoc Committee	Accepted	For the African Investment Bank, a Roadmap has already been developed. A draft Protocol has been prepared and will be submitted to the AU Conference of Ministers of Economy and Finance in January 2009, before it is submitted to the AU policy-decision organs in January 2009.
AU Commission	33. The Chairperson should exercise full authority within the Commission as the Chief Executive and Accounting Officer	33. AUC Chairperson	Accepted	This has been implemented.
	34. There should be a compulsory induction for all Members and Staff of the Commission that clearly states the <i>modus operandi</i> and code of conduct of the Commission	34. AUC	Accepted	An appropriate policy proposal is being developed alongside the development of new Staff Regulations and Rules for consideration by the relevant policy organs.
	35. All staff members of the Commission should be required to acquaint themselves with the Statutes of the Commission and the relevant Rules of Procedure of other Organs	35. AUC	Accepted	An appropriate user friendly (popular) version of the Staff Regulations and Rules, once they are adopted, will be made available to the staff in addition to the relevant circulars and administrative instructions.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Reco mmendations of the Executive Council	Action taken / Proposals by the Commission
	36. The Chairperson and Deputy Chairperson should be men and/or women with known vision and a commitment to pan-Africanism and continental integration. They must have experience in governance. Their election should be unrelated to their regions	36. Member States, Council	Rejected. Maintained the selection criteria in force	
	37. The election of the Commissioners should focus on core competencies and experience . Each region will provide at least two, but preferably more candidates for election	37. Member States, Council	Accepted as amended	This is the practice.
	38. The election of the Commissioners should be de-linked from the portfolios that they will occupy. The responsibility for assigning portfolios, monitoring and managing the performance of the Commissioners should be assumed by the Chairperson in his capacity as Chief Executive Officer of the Commission	38. Assembly, Council	Rejected	
	39. The portfolios of the Departments of the AU Commission should be rationalised by the Chairperson of the Commission in consultation with the Chairperson of the Assembly and in accordance with agreed strategies and priorities of the Union	39. AU and AUC Chairpersons, PRC and Council	Rejected	

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	40. The tenure for the elected posts should remain four years. In order to avoid the problem of simultaneous elections of the members of the Commission, the elections of the Chairperson and Deputy Chairperson should take place six months prior to the election of the Commissioners.	40. Assembly, Council	Accepted as amended	
	41. For subsequent elections, the Chairperson and the Deputy Chairperson should be elected one year before the Commissioners	41. Assembly, Council	Withdrawn on the recommendation of the Chairperson of the Panel	
	42. In the light of the above recommendations and in view of the special circumstances prevailing, it is imperative that the Assembly adopt modalities for the election of the next Commissioners.	42. Assembly	Withdrawn on the recommendation of the Chairperson of the Panel	
	43. The Secretary to the Commission should be the head of the African Union Commission staff and be responsible for inter-departmental and directorate coordination;	43. Assembly	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	The Commission is taking necessary steps to implement this recommendation. However, there is a need to provide adequate human, material and financial resources to enable this office to fulfil its mandate.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	44. Mandatory monthly meetings of the Commissioners to be chaired by the Chairperson and serviced by the Secretary to the Commission should be held. The Secretary to the Commission should prepare and circulate the minutes of the meetings in the working languages of the Union;	44. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This has been implemented in full. Indeed, the Commission holds each Tuesday morning.
	45. A schedule of monthly meetings of Directors should be adopted. These meetings should be held before that of the Commissioners, convened and serviced by the Secretary to the Commission. The Directors' report should be submitted for consideration at the monthly meetings of the Commissioners;	45. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This has been agreed upon and the Secretary to the Commission will be the convenor. The periodicity will be determined by the Commission at least once a month.
	46. Prior to the budgeting and reporting process, there should be an annual inter-departmental planning, reporting and learning retreat of Commissioners, Directors and other relevant staff	46. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This has been implemented for the preparation of the Draft Budget 2009.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	47. The Secretary to the Commission should monitor the submission of mission reports and ensure that the Chairperson is regularly briefed;	47. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	An appropriate proposal on the mechanism for the implementation of this recommendation is under development and will be submitted to the Commission. This will however be dependent on the necessary strengthening of the Office of the Secretary to the Commission.
	48. A shared intranet system should be established for the exchange of non-public Commission documents and departmental folders for plans, budgets and progress reports	48. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This is under gradual implementation. The ICT system in the Commission is being upgraded to further improve the required service and also cater for information provision to all stakeholders. It is expected that by mid-2009, this upgrading would be completed.
	49. The minutes of the Directors' meetings should, with the appropriate sensitivity, be made available to all staff members of the Commission, thereby bridging the communication divide	49. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This will be done.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	50. The proposed e-governance project linking all AU Organs, RECs and Member States should be accelerated to facilitate greater links between departments and relevant line-ministries concerned with regional integration	50. AUC, Member States, RECs	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	The VSAT Project, in its first phase, has already connected AUC with its External Offices and RECs. The VSAT second phase, which would connect AUC, External Offices and RECs to Line-Ministries in Member States, could start in 2010 provided necessary budget is secured.
	51. The Office of the Secretary to the Commission should be strengthened in terms of human resources and logistics to deliver effectively and efficiently to enable it to meet the new responsibilities to be assigned to it	51. AUC, PRC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	The Commission will submit proposals to the policy organs for the proposals in this respect. The proposals will be comprehensive and will have short, medium and long term elements.
	52. A Unit appropriately staffed in the office of Chairperson of the Commission should serve as the link to the Chairperson of the African Union.	52. AUC	Rejected, status quo maintained	
	53. The Chair of the African Union should establish a corresponding focal point in the Office of the Head of State or Government	53. Assembly	Rejected, status quo maintained	

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	<p>54. The urgent establishment of an African Union Service Commission (AUSC) to be responsible for recruitment, making appointments and promotion and enforcing discipline</p>	<p>54. Assembly, Council</p>	<p>Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13th Ordinary Session of the Executive Council in June 2008</p>	<p>The Commission considered the proposal comprehensively and advises against its adoption. Amongst the reasons are: the volume of recruitment does not warrant a full-time AU Service Commission. In addition, similar organisations do not employ such a system. The high costs will not also be justified.</p>
	<p>55. That the (AUSC) should comprise five members, one from each region appointed by the Assembly on the recommendation of the Council on four-year terms renewable only once. Only persons with the appropriate experience and expertise in national/international recruitment and human resources management should be appointed. They should meet at least twice a year on a fixed schedule with appropriate specialised resource-persons drawn from the departments. This body should also elaborate a code of conduct and discipline for all staff. In exceptional cases, the (AUSC) can hold extra meetings</p>	<p>55. Assembly, Council</p>	<p>Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13th Ordinary Session of the Executive Council in June 2008</p>	<p>As in Recommendation 54 above.</p>

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	56. That the Council should take a decision to increase the quota proportionately across the continent in line with the formula approved in Maputo, taking in account the increased number of posts	56. Council	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This has been considered and adopted by the Assembly in Sharm el Sheikh in July 2008.
	57. Further, that the Council should take a decision to the effect that in the case of the failure to recruit competent and qualified candidates from under-quota countries, the relevant Embassies be informed and the African Union Service Commission should be free to recruit the best candidates regardless of their nationality. This system should be kept under constant review	57. AUC, PRC, Council	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	A proposal is under development and will be submitted to the policy organs for consideration.
	58. That the Commission should establish a paid programme of Young Professionals and a Voluntary Internship Programme to inculcate pan-African perspectives and skills in the next cadre of professional African leadership	58. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	A proposal is under development and will be submitted to the policy organs for consideration and implementation by July, 2009.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	59. The setting up of a system whereby conditions of service for staff are regularly reviewed and brought to international standards, as far as possible, with a view to attracting and retaining the best staff	59. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	A proposal is under development and will be submitted to the policy organs for consideration
	60. The swift adoption of the draft Staff Rules and Regulations	60. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	The Draft Staff Regulations and Rules have been completed by the Commission and will be submitted to the policy organs for due consideration.
	61. The Commission should establish links with a network of African Universities and research Institutions. This linkage should be used to make known the work of the Commission, and to promote the vision and understanding of Pan-Africanism. The Commission should also advertise staff vacancies through this network	61. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	The Commission, in conjunction with the Association of African Universities, is striving to establish communication with African universities and other institutions of higher learning. A meeting is being planned to draw up a programme of action, including development of education packages for communications on pan Africanism. The biennial Conference of University Vice Chancellors and Rectors, scheduled to be held in 2009, will enable the Commission to

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				interact with the higher education community. At present, there is an e-forum with the higher education community that can provide a good platform for such an interaction.
	62. The acceleration of the elaboration of the Gender Policy and Mainstreaming Strategic Plan should be finalised, disseminated and implemented in all Member States and the Commission	62. AUC	Accepted as amended	The Draft AU Gender Policy elaboration has been finalised and will be submitted to the policy organs for consideration.
	63. A programme to ensure gender mainstreaming in all activities of the AU should be developed	63. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	A ten-year Action Plan for mainstreaming Gender into all the programmes of the Commission and other organs of the Union has been developed and will be annexed to the Gender Policy. It has been (divided into phase I 2009 – 2012, phase II 2012 – 2016, phase III 2016 – 2020)
	64. The African Union should maintain the active participation of continental women organizations, the youth and ECOSOCC members in all integration processes	64. AUC, ECOSOCC	Accepted as amended	The AUC has set up a Steering Committee for the involvement of women networks, ECOSOCC and Youth in WGDD. Progress report on their activities will be made on a regular basis.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	65. Consultations between the Commission and Pan African Women's Organisation (PAWO) as well as other continental female organizations, be speeded up to develop a common agenda to facilitate women integration	65. AUC, PAWO	Accepted	Consultations have been initiated with PAWO with a view to developing a common agenda for women integration.
	66. The report of the women annual pre-summit meeting as well as the Report on the Youth should be regularly routed through the Women Committee and ECOSOCC respectively , to the Assembly	66. AUC, ECOSOCC	Accepted as amended	Pre-summit meetings of the two groups have and will be organised preceding each Summit in close collaboration with the Women Committee and ECOSOCC.
	67. The Assembly should consider the application of the gender approach at all levels of the personnel of the Union	67. Assembly	Accepted as amended	Suitable proposal has been prepared and will be submitted to policy organs for consideration.
	68. The Commission should develop a data base of qualified women at all levels similar to the one now established at the United Nations; and,	68. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	The Commission is in consultation with UNFPA to develop an appropriate database of qualified women in the continent.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	69. The Commission should review its Organisational design and culture and make appropriate gender- sensitive modifications	69. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	Development of AU Gender approach almost complete. Which will address organization culture and design of AU Programmes to integrate gender-responsiveness
	70. The adoption of the proposals made by the Conference Services Directorate in their review of August 2007 to restrict translation to official documents and overhaul the technological capacity of this Directorate and put in place a modern Conference Directorate of the Union	70. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This is being implemented. A Progress Report will be submitted in due course.
	71. The working languages of the Commission should be English and French	71. Council	Rejected	
	72. Member States should strengthen their capacities both quantitatively and qualitatively to play an effective role	72. Member States	Accepted	

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	73. Confidence-building measures should be developed to build the mutual trust between the Commission and the PRC which is essential for the advancement of the objectives of the Union	73. AUC, PRC	Accepted	A Joint Retreat for PRC and AUC was held in Nazareth, Ethiopia from 2 – 4 November, 2008 in furtherance of this proposal. Future formal and informal interactions are envisaged in this regard.
	74. The Commission should be appropriately strengthened to serve as a secretariat to the PRC	74. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	As in Recommendation 51 above. The PRC Sub Committee on Structures has already considered and recommended a structure for the Secretariat services to PRC in January, 2008. The PRC at the Joint retreat was called upon to adopt the report.
	75. There should be regular structured consultations between the PRC and the Commission at the highest level	75. AUC, PRC	Accepted	
	76. A thorough cost-benefit analysis needs to be carried out on the future of existing offices and prior to the opening of new ones. The analysis should also review the competencies of the staff required to manage these offices. Such an analysis should inform on the need to maintain, relocate or close the present stations. Such a study should be undertaken without delay and encompass the overhauling of the reporting systems of these offices to the Commission	76. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This is currently under implementation on the basis of the terms of reference adopted by the Commission.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Reco mmendations of the Executive Council	Action taken / Proposals by the Commission
	77. Urgent action needs to be taken for the filling of vacancies in such stations as Brussels and Geneva where very complex negotiations affecting Member States are ongoing with little or no input from these offices	77. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	The implementation of this recommendation will be guided by the findings of Recommendation 76 above.
	78. With regard to the technical offices, efforts should be undertaken to audit their performance and outreach	78. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	As in Recommendation 76 above.
	79. The AUC should implement the Assembly Decision taken in 2001 in Lusaka on the Specialised Agencies so as to determine their continued relevance	79. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008.	A study will be initiated in this regard. Consultants would be hired to conduct such a study.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	80. The contract to review the Strategic Plan and develop information management systems should be suspended forthwith and an independent evaluation be commissioned to review the performance of the three contracts. Depending on the findings, a decision should be taken to continue, cancel and/or re-negotiate the current contract	80. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	The Review has already been completed (BDC to provide more information)
	81. In future, management and administrative development plans should be driven internally on an inclusive and participatory basis	81. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This is under application, especially within the Institutional Transformation Programme, the Strategic planning and Budgeting processes, the recruitment process and other administrative reforms which endeavour to ensure Departments and staff participation.
	82. The findings of this Audit, if accepted, should inform any future Strategic Plan	82. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This is under application, since the Panel Recommendations were taken into consideration in the preparatory process of the 2009-2012 Strategic Plan.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	83. All Member States should establish a National Commission on African Union Affairs (NCAUA) to be composed of representatives of Government, Parliament, Private Sector and Civil Society Organisations with the capacity to ensure domestication and popularisation of the decisions of the Union, monitor compliance with Assembly decisions and produce gap analysis reports between AU instruments and national laws	83. Member States	Accepted from the point of view of principle of popularization of the AU. However, the operational mode of such a popularization is left to the initiative of each Member State	A proposal will be made on practical modalities for ensuring assessment of compliance and domestication of AU decisions and instruments by Member States, in coordination with other relevant mechanisms such as APRM. .
	84. Ministries of Foreign Affairs should ensure that all relevant ministries and other branches of the executive as well as NCAUA in each country, are informed about and are invited to contribute to the agenda items that concern them at forthcoming summits	84. Member States	Rejected	
	85. The PRC should ensure that the reports of the NCAUA are submitted periodically to the Secretary of the Commission	85. PRC	Rejected	
	86. The Office of the Secretary to the Commission, through the PRC, should obtain regular reports from the NCAUA, for their compilation, analysis and submission to the Council and Assembly for further action thus ensuring the promotion of best practices among Member States	86. AUC	Rejected	

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	87. The AUC in collaboration with the network of universities and research institutes as recommended in paragraph 144, should exercise its functions to undertake research in developing building the Union and on the integration process. It should also institute an in-country analysis of implementation progress to present recommendations of how to accelerate Treaty ratification and implementation	87. AUC, Universities	Accepted	Appropriate recommendations will be made after consultations of all stakeholders in the field of research with a view to developing the Union and the integration process. On Treaty Ratification and Implementation, the Conference of Ministers of Justice/Attorneys General held in Kigali, Rwanda, on 4 November 2008, has made appropriate recommendations, which are being submitted to the January/February 2009 Summit, for consideration.
	88. The Assembly should mandate the Commission to develop a comprehensive list of actions, including a sanctions regime, to ensure compliance with the Executive Council and the Assembly decisions and treaties	88. Assembly, AUC	Accepted as amended	The Commission will submit practical modalities for the implementation of this, as already suggested under Recommendation 83 above.
	89. The Communications Unit regularly and proactively should reach out to the African and international media and broadcast Union priorities and achievements by anticipating the need for press briefings, holding conferences and monitoring the press by keeping a media file;	89. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	Action is already being taken on this. The reaching out would also be more effective if the communication focuses on one topic at a time.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Reco mmendations of the Executive Council	Action taken / Proposals by the Commission
	90. The Communications Unit should undertake learning opportunities to build the confidence and skills of Commissioners, and provide them with comprehensive media support	90. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	A comprehensive media support is being provided to Commissioners. However, the wording "confidence" in this sentence is misplaced.
	91. The Preparation of a policy on information disclosure and access for adoption by the PRC, modeled on international best practices should be undertaken. This policy should provide for automatic publication of most documents, as well as the right for African citizens to request and obtain access to all official documents, except where explicitly categorised as confidential according to published, restrictive criteria. Denial of access should be subject to an appeal procedure	91. AUC, PRC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	Work in progress. A Working Group made of the Secretary to the Commission, the Legal Counsel and the Information and Communication Division is being established to come up with a policy of information classification to be adopted by the Commission.
	92. The exploration of new media technologies that could allow for papers to be downloaded directly by state officials in their capital cities, thus circumventing the need for their missions in Addis Ababa to manually pass on the documentation	92. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	Work in progress. Member States are not fully using the facilities provided by the new information technologies. The Commission would continue to assist Embassies in having easy access to relevant documentation through the LAN system.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	93. The publication on the AU website of the draft agendas for summit meetings and supporting documents (including the AU Commission Chairperson's report on activities, and documents submitted on agenda items by Member States) as soon as they are distributed to Member States	93. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This is being done. However, the Commission ensures that no publication on the AU website is effected before the Draft Agendas are approved by the PRC.
	94. Resourcing and improving of the AU website, in particular, to keep all details up-to-date, provide a search function and archive system and complete those sections that are currently empty	94. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	Being implemented. Information and Communication Division will come up with a Plan of Action in this regard.
	95. The Women, Gender and Development Directorate should establish a steering committee to draw up the programmes for their respective pre-summit forums, publicly announce the meetings, invite papers and presentations on the summit themes and solicit interest in participation	95. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	Being implemented. Action taken and a letter establishing the Steering Committee sent out to GIMAC, SOAR, PAWO, AUWC. In addition TORs were developed for the Steering Committee and the first meeting of steering committee scheduled for January 2009

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	96. Since CIDO will continue to play the role of the secretariat to the ECOSOCC, it is important to strengthen the department particularly in the areas of staffing and budget	96. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	Being implemented. Some of vacant posts have been filled and the remaining vacant posts are being filled.
	97. Initiate consultations on revised criteria for observer status for civil society Organisations at the AU that would increase the number of qualifying Organisations	97. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	The Office of Legal Counsel is in the process of revising criteria for Civil Society Organizations. The Commission would submit the new criteria afterwards to the policy-making organs.
	98. Adopt clear criteria to govern and advertise the process by which civil society Organisations may obtain support from the AU Commission for their accreditation to attend AU summits	98. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	The above-mentioned criteria would also clarify the accreditation process for CSOs to attend AU Summits.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	<p>99. ECOSOCC should explore in collaboration with the Commission creative ways of generating interest in the AU across the continent by use of events such as AU Games, re-branding of national passports to also state the African Union, popularisation of the anthem and symbols of the AU as well as the propagation of the history of Pan-Africanism and the African identity</p>	<p>99. ECOSOCC, AUC</p>	<p>Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13th Ordinary Session of the Executive Council in June 2008</p>	<p>CIDO as current Secretariat to ECOSOCC is reviewing the strategy for popularising the Union and its symbols, using the actions provided in the Strategic Plan 2004-2007, which are quite appropriate and have not been fully implemented.</p> <p>In Education sector for example, the Commission intends to work with UNESCO, with funding from the Libyan Government, to produce school text books on African History, based on existing 'General history of Africa' volumes produced by UNESCO. Further, again in collaboration with UNICEF, the Commission will develop information packages on the AU, for distribution to schools, and work towards establishing 'Model AU' programme in schools.</p> <p>In the same vein, through the celebration of the African Youth Day and other relevant activities involving other categories such as Women, the Commission aims at promoting African values, popularising the AU Anthem and Symbols and propagation of the history of pan-Africanism and African Identity specially among the younger generations.</p>

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	100. The Commission, after consulting appropriately, should fully exercise its mandate contained in its Statutes to play a more assertive coordinating and representational role in the global policy arena	100. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This is being reflected upon through the Institutional Transformation Programme and other AUC related programmes and activities. Necessary linkage is also to be made with the consultations on the Union Government to clearly define the role and the place of the Commission in the AU institutional architecture.
	101. Member States in their relations with other partners should work within the framework of the Constitutive Act and the decisions of the Executive Council and the Assembly and thereby promote and uphold the collective interest of Africa	101. Member States	Accepted as amended	Member States are expected to take necessary measures in this regard.
	102. The Assembly needs to respect its own decision with regard to the integration of NEPAD into the AU and set clear timeframes and benchmarks with a completion point by the end of 2008	102. Assembly	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	Work in progress. Reporting will be made at the January/February 2009 Summit.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
Permanent Representatives' Committee	103. The powers and functions of the PRC as listed in Rule 4 of its Rules of Procedure be reviewed in such a manner that its oversight functions will be carried out by the Advisory Sub-Committee on Administrative, Budgetary and Financial Matters whose members should preferably come from the Ministries of Finance	103. PRC	Rejected. Maintain the status quo. Strengthen the role of the PRC by using experts from Member States to consider specific issues	
	104. Experienced Ambassadors from Member States should be posted to head their missions. Permanent Representatives should assume full control and personal responsibility for AU matters rather than delegate official responsibilities to subordinates. Whenever meetings of the PRC are convened, Permanent representatives should attend personally	104. Member States	Accepted	Member States are expected to take necessary measures in this regard.
	105. African permanent missions to the AU should be staffed with competent personnel to handle issues of strategic importance to the Union, such as finance, trade, the environment and economic development among others	105. Member States	Accepted	Member States are expected to take necessary measures in this regard.
	106. The current Sub-Committee system should be streamlined to focus on substantive and strategic issues. <i>Ad hoc</i> Committees should only be set up where absolutely essential, with clear terms of reference and time frames	106. PRC	Referred to the PRC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	PRC action required.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	107. The Commission should issue a calendar of meetings to the PRC for the following year, three months before the end of each year. Both the Commission and the PRC should adhere to that calendar, unless there are unforeseen circumstances	107. AUC, PRC	Referred to the AUC in liaison with the PRC	The timing may prove somehow unrealistic and impractical and could be readjusted. However, the Commission will strive to respect some timing in the planning of meetings, well ahead of the following year.
	108. The PRC should ensure that its Sub Committees meet regularly in order to support the work of the PRC, interaction with the AU Commission and preparation of the work of the Council	108. PRC	Referred to the AUC in liaison with the PRC	There is a need to strengthen the Office of the Secretary to the Commission to establish expeditiously the Unit of 4 positions, as proposed by the Sub-Committee on Structures in January 2008.
The Economic, Social and Cultural Council	109. A register should be opened at the Commission for the registration of CSOs and professional associations based on criteria laid down in the ECOSOCC Statute. This list must be updated from time to time and serve as the database for the Organisation of ECOSOCC processes	109. AUC, ECOSOCC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	Action being taken by CIDO.
	110. ECOSOCC should be fully and effectively operationalised without further delay;	110. ECOSOCC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	ECOSOCC was effectively launched on the AU Day on 9 September 2008 in Dar Es Salaam, under the aegis of the AU Chairperson.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	111. ECOSOCC Cluster Committees should make regular inputs into the different Organs of the AU	111. ECOSOCC, AUC	Accepted	The Commission has advised ECOSOCC accordingly.
	112. The Statutes of ECOSOCC should be reviewed after the forthcoming elections with respect to the eligibility of CSOs and the Organisation of elections	112. ECOSOCC	Accepted	The General Assembly of ECOSOCC has been established accordingly and ECOSOCC was officially launched on 9 September 2008 in Dar Es Salaam as stated above (Recommendation 110).
	113. Member States should provide enabling financial support for deserving civil society Organisations to assist them to become less reliant on external partners. By so doing, this will enable them to become eligible to join ECOSOCC	113. Member States	Accepted	Member States
	114. The ECOSOCC should fully organise the pre-Summit fora with CIDO serving as its secretariat. In this regard CIDO should be strengthened adequately to cope with this responsibility. The panel does not recommend the establishment of a separate secretariat for ECOSOCC	114. AUC, ECOSOCC	Accepted	CIDO is taking the necessary steps in this regard.
	115. The ECOSOCC report should be submitted to the Council for onward transmission to the Assembly. The ECOSOCC should be given an opportunity to substantively address the Assembly on this report	115. AUC, PRC, Council	Accepted	Being implemented, while taking into account Panel Recommendation 16 above as amended by the Executive Council.
	116. The pre-Summit Civil Society meeting should be organised by ECOSOCC supported by CIDO	116. AUC, ECOSOCC	Accepted	The Commission (CIDO) will comply accordingly.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Reco mmendations of the Executive Council	Action taken / Proposals by the Commission
The Peace and Security Council	117. The PSC should continue to streamline and enhance its working methods	117. PSC	Accepted	PSC
	118. The PSC should broaden the scope of issues to be considered in order to discharge its diverse responsibilities efficiently and effectively. This should include the setting up of mechanisms to ensure compliance	118. PSC	Accepted	PSC
	119. The PSC will do well to borrow ideas from the UNSC and use the Arria type of meeting, a format that enables the members of the Security Council to interact on informal basis with Civil Society Organisations on issues before the Council	119. PSC	Accepted	PSC
	120. The PSC should give serious consideration to the establishment of subsidiary bodies to facilitate its access to information, knowledge and technical expertise on the various subject matters pertaining to peace and security	120. PSC	Accepted	PSC
	121. The Peace and Security Department (PSD) should be strengthened in respect of personnel and operational equipment to enable it support the PSC more effectively	121. PSC, AUC, PRC	Accepted	AUC will submit structural proposals in this respect
	122. The other bodies or components of the peace and security architecture - the Panel of the Wise, the CEWS and the ASF - should be effectively and optimally operationalised to enable them play the roles envisaged for them in the system	122. PSC, PRC, Council	Accepted	PSC-PRC Council

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	123. The Policy Framework for Post Conflict Reconstruction and Development, including the establishment of the Standing Committee, should be implemented expeditiously to ensure a smooth transition from conflict to peace of African countries emerging from conflict. In this connection, there should be stronger cooperation between the PSC and the UN Peace building Commission, using the African members serving on the latter body	123. PSC	Accepted	The Commission is ensuring appropriate follow up accordingly. In this respect, the Commission has developed a post conflict-training programme for youth. After its adoption by the Ministers of Youth in February 2008, pilot projects for ex combatants and youth affected by conflict are being launched in three pilot countries (Liberia, Congo and Burundi). Equipment is provided for training. A Memorandum of understanding has been signed and identified youth are now being trained in Liberia.
	124. The PSC should intensify its efforts to strengthen its cooperation and collaboration with the RECs, the PAP and the ACHPR as envisaged in its Protocol	124. PSC, PAP, RECS, ACHPR	Accepted	PSC
	125. The PSC, in concert with the AU Commission, should endeavour to ensure speedy implementation of the AU-UN Ten-Year Capacity Building Programme authorized by the 2005 World Summit. Within this framework, the PSC should strengthen its collaboration with the three non-permanent African Members of the UN Security Council and submit periodic reports to the Assembly	125. PSC, AUC	Accepted	PSC. The Commission will facilitate this process.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	126. African countries should endeavour to contribute substantially to AU peace operations. The assessed contributions of Member States to peacekeeping operations should be paid regularly. The percentage of regular budget allocated to the Peace Fund should be increased and the AU Commission Chairperson should also intensify his efforts at mobilizing funds and resources for AU peacekeeping operations from within the Continent and the Diaspora	126. PSC	Accepted	The Commission is intensifying resource mobilization efforts.
Regional Economic Communities	127. Member States should live up to their commitment to integration by faithfully implementing decisions at national, regional and continental levels	127. Member States	Accepted as amended	Member States
	128. Member States should incorporate at country level the decisions taken at the RECs levels and in the Continental Summits into their national legal systems, policy frameworks, and development plans	128. Member States	Accepted	Member States. AUC intends to propose a format for monitoring implementation to facilitate reporting by Member States and RECs.
	129. The Assembly should regularly review the progress of harmonisation in line with agreed plans, and the Chairperson of the Assembly should submit the report of the Assembly to each of the Assemblies of the RECs; the RECs should submit their reports to the Chairperson of the AUC who should take them into account in his report to the Assembly. The decisions taken by the Assembly regarding the RECs should be	129. AUC, Assembly	Accepted as amended	RECs are advised accordingly

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	transmitted to the latter by the Chairperson of the Commission			
	130. The Assembly should adhere to its Decision AU/Dec.112 (VII) recognizing only 8 RECs as pillars of the Union. The AU Summit held in Banjul in 2006 recognized the existence of inter-government organizations outside the recognized RECs. To this end, the RECs should establish ties with inter-governmental organizations existing in their respective regions	130. Assembly	Accepted as amended	Assembly. RECs are advised accordingly. Department of Economic Affairs will report accordingly.
	131. The RECs should focus on those activities that would fast track the objective of creating an African Common Market and establishing an Economic Community as contained in the Abuja Treaty	131. RECs,	Accepted	RECs are advised accordingly. The Commission (Department of Economic Affairs) will report accordingly.
	132. IGAD, whose membership is entirely included in COMESA, should entrust the latter with integration programmes and projects along the stages laid down in the Abuja Treaty while it focuses on issues of drought and desertification, peace and security	132. IGAD, COMESA	Rejected	
	133. CEN-SAD should provide full support to the AUC in mobilisation of resources for financing continental and inter-regional programmes and projects, and should also play a supporting role in the acceleration of the integration process; (See Chapter 13)	133. CEN-SAD	Rejected	

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	134. It should be made mandatory for the Coordinating Committee to present annual reports to the Assembly of the AU on the activities of the RECs in relation to the economic integration of the continent	134. AUC, RECs,	Accepted	The Commission will take necessary follow up action in this regard, in close coordination with all the RECs.
	135. The existing Coordination Committee should be made more strategic and hold regular meetings focused on RECs major policies and, strategies geared towards the implementation of the stages contained in the Abuja Treaty. It is imperative that the Chief Executives should personally attend these meetings	135. RECs, AUC	Accepted as amended	Sensitization is being made towards all RECs in this regard.
	136. Member States may need to consider reviewing their multiple memberships to RECs with a view to maximising their inputs to continental integration	136. Member States	Accepted as amended	Member States.
	137. The AUC should be pro-active role in the harmonisation and coordination of the RECs towards accelerating the process of creating an African Common Market and the African Economic Community.	137. AUC	Accepted as amended	Through its Department of Economic Affairs, the Commission is taking necessary steps in this regard, including the development of the Minimum Integration Programmes, in close coordination with the RECs.
	138. The AUC should develop the necessary internal mechanisms to strengthen its coordinating and harmonising role among the RECs and its leadership responsibility viz a viz external actors. To that end, the AUC should put greater emphasis on promoting inter-RECs cooperation, particularly the exchange of experiences based on their respective	138. AUC	Accepted	Efforts are being pursued by the Commission through the establishment of inter-departmental coordination and coordination with RECs with the view to ensuring harmonization and coordination of positions in Africa's relationship with external actors.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	comparative advantages. The Continental Summits into their national legal systems, policy frameworks, and development plans;			
	139. The Assembly should regularly review the progress of harmonisation in line with agreed plans, and the Chairperson of the Assembly should submit the report of the Assembly to each of the Assemblies of the RECs;	139. Assembly	Withdrawn (see Recommendation 129)	
	140. The Assembly should adhere to its Decision AU/Dec.112 (VII) recognizing only 8 RECs;	140. Assembly	Withdrawn (see Recommendation 130)	
	141. The RECs should focus on those activities that would fast track the objective of creating an African Common Market and establishing an Economic Community as contained in the Abuja Treaty;	141. RECs	Withdrawn (see Recommendation 131) <u>New recommendation</u> 141 (bis) AUC should work in collaboration with the RECs upon recommendations made by the latter	This is being done.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Reco mmendations of the Executive Council	Action taken / Proposals by the Commission
UNECA and AfDB	142. The Joint AU-UNECA-AfDB Secretariat should be reinvigorated to make it more effective in accelerating the integration process. This should include the publication of a joint annual report to the Assembly on progress towards continental integration. Such a report should focus on cross border trade and investment, the degree of free movement of persons across national and regional borders, the implementation of regional and continental projects, the level of effective supranational authority entrusted by Member States to RECs, resource mobilisation efforts at continental, regional and national levels and lastly, including progress in operationalising the continental financial Institutions;	142. AUC, UNECA, AfDB	Accepted	Progress has been registered in this matter. A Joint Secretariat was set up at the ECA in order to facilitate consultation between the three Organizations in all fields of collaboration. ADB has approved a fund in support of the Secretariat functioning. A Plan of Activities is being drawn up which indicates the contribution of each Organization, with Working Groups involving relevant counterparts. The Chief Executives are to meet twice a year to review progress made in each area and to provide guidance for future plans.
	143. AfDB should play a more prominent role in resource mobilisation in implementing integration programmes and projects at national, regional and continental levels particularly in the acceleration of integration and transformation process.	143. AfDB	Accepted as amended	AfDB has been very active and cooperative in this respect. Consultations are under way on submission of bankable projects for consideration by the AfDB. The Commission intends to identify such projects whose feasibility studies have been completed for possible submission to AfDB in this respect.
	144. Member States at the United Nations should support UNECA in reconstituting and further strengthening its capacity so as to be able to fully play its role as main implementing agency of the UN economic development programmes in	144. Member States	Accepted	Member States

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	the continent.			
Financial Resources of the AU	145. The practice of buying open tickets should be further audited to ensure that the Commission is receiving value for money and that expenditure is not being unnecessarily incurred;	145. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	Work in progress. A full report will be submitted to the PRC shortly. Meanwhile,, the procurement unit is to prepare a monthly report on how the procurement was done, indicating number of tickets procured, used, cancelled and how the reconciliation was done with the airline, especially for credit notes on cancelled tickets. The Office of Internal Audit is to audit this report every month.
	146. The Travel Unit should be separated from the Procurement Unit, it being understood that, international procurement procedures and standards are followed;	146. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	Review of structure being proposed to the Sub-Committee on Structures.
	147. The Ernst and Young recommendation to the effect that all other "procurement issues be managed centrally and any exceptions such as decentralising some procurement operations be duly documented and approved in Council should be implemented";	147. AUC, Council	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	A Procurement Manual has been developed and was adopted by the Commission on 8 July 2008. This Policy would simplify and clarify the procedures and would address all the problems identified in this respect. It is proposed that the current system continues, where by Representative Offices use the local tender board to evaluate the bids and prepare a report submitted to AUC HQ Tender Board. This is important for control purposes.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
				However, new guidelines will be issued which will include time frame for submission of the local tender board report to avoid delays in procurement.
	148. In recognition of the large volume of tickets bought, the limited number of staff in the Travel Unit, and in the interests of best governance practice, a travel agency be appointed following a transparent tendering process;	148. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	A Study is being undertaken and appropriate recommendations will be submitted as soon as possible.
	149. All Member States should pay their dues in time. In that respect attention should be given for a deadline to be set for payment of assessed contributions. A decision needs to be taken by the Assembly for Member States to pay their contributions not later than four months after the adoption of the AU budgets;	149. Member States	Accepted as amended (Deadline of 4 months instead of 2 months)	<i>Since the Member States have accepted the recommendation on putting the deadline, the Commission will enhance follow up mechanisms and report thereon as and when appropriate.</i>
	150. The urgent adoption of the procurement manual and the implementation of related recommendations made in the Ernst and Young 2006 report without delay;	150. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This was done (see under Recommendation 147). The Directorate of AHRD will ensure that every department has access to the new procurement manual and intensive sensitization and training have already started and will continue at AUC H/Qs, Representation Offices and all Peace Operation Offices.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	151. The Commission should indicate invariably the Programme Budget Implications while presenting programmes for approval;	151. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	The Directorate of SPMME will always prepare a narrative summary explaining the objectives and outcomes for implementing the presented Programme Budget.
	152. Further investigation into the handling of the production of African Union passports and the construction of a hotel on African Union land should be carried out;	152. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	A report was presented in January 2008 before the new Commission enters into function on 28 April 2008. . The issuance of new AU passports to AU Officials would commence in November 2008. -----
	153. Posts of financial and administrative assistants should be established in all departments;	153. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	The Commission supports this recommendation and would submit proposals to the Sub-Committee on Structures to establish the posts of Administrative Assistants. Senior Secretaries currently in the service of the AU who have the required qualifications and experience would be given priority when these posts are established, thus minimizing the costs in the process, being understood that all payments are under the responsibility of PBFA..

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	154. Directors must be held accountable for reporting promptly and accurately on the level of budget variances;	154. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	<p>Modalities for implementing this recommendation will be studied by the PBFA Directorate, which would submit them to the Commission for review and adoption.</p> <p>-----</p> <p>t In this regard, Directors should have spread sheets on the approved budget for each activity and should be monitoring their expenditures and have an idea of how much funds are available before requesting for another activity, workshop or mission. However, once SAP System under IMIS is operational, Directors will be able to monitor expenditure figures online.</p>
	155. The PRC and the Commission should adhere to the stated practice in the Statutes of the Commission of developing a two-year programme budget rather than the current practice of annual budgeting;	155. AUC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This recommendation should be implemented as from the budget 2010-2011 to have a biennial programme budget for the two years. The Commission needs to agree with the PRC on practical modalities for this new budgeting cycle. Indeed, this will help departments carry out the activities within the time frame of two years than one year. It will also help in resource mobilization and activities will be well focused.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Recommendations of the Executive Council	Action taken / Proposals by the Commission
	156. The PRC and the Commission should hold annual mid-term reviews;	156. AUC, PRC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	This goes hand in hand with the previous recommendation (155). If 155 above is accepted, the annual mid-term review can apply but half-yearly reports should be prepared and circulated to PRC.
	157. The Commission should take necessary measures to comply, without delay, with the recommendations of internal and external auditors	157. AUC, PRC	Referred to the AUC for consideration and appropriate action and submit a report thereon to the 13 th Ordinary Session of the Executive Council in June 2008	Being done. Indeed, the Directorate of PBFA has been implementing most of the Internal & External Auditor's recommendations, for example issues of internal controls at HQ have been addressed and the IFMIS is almost operational. Proposals on structural reforms to enhance internal control, such as the separation of financial and administrative functions in Regional Offices will be submitted for consideration.
	158. An African firm of international repute should be appointed by the Executive Council on the basis of an open tender to audit every four years the accounts of all AU Organs and report to the PRC	158. AUC	Rejected. Seek the services of general auditors from Member States on the basis of an open tender to audit every four years the accounts of all AU Organs and report to the PRC	The Commission pleads that this recommendation be re-considered and intends to submit to the PRC and the Executive Council proposals aimed at enhancing external auditing system and procedures.

AU Organ /African Entity /Institution	Recommendations of the Panel	Actors at various levels	Observations/Reco mmendations of the Executive Council	Action taken / Proposals by the Commission
	159. A tax on air tickets within Africa should be levied without further delay.	159. Member States	Pursue the study on tax but also explore other sources of funding and submit a report thereon in January 2009	A study on the alternative sources of funding has been completed. A meeting of Experts from Member States is planned before end of the year to examine the study before it is submitted to relevant policy- making bodies (Ministers of Finance, executive Council and Assembly).

2009

Report of the commission on the administrative issues referred to the commission by the 11th Extraordinary session of the executive council on the audit of the African Union

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